Washington State Department of Transportation

First Mile Last Mile Connections Grant 2019-2021 Application

Program Goals

Improve the beginning or end of an individual trip to public transit services.
Study and evaluate how different first mile last mile solutions affect access to public transportation services.

Project Title **Statewide First/Last Mile Equitable Transit Connections Grant for E-Bikes and Scooters**
Project Summary **Providing and evaluating fare incentives for shared micromobility (e-bike, scooter, and adaptive bike and scooter) connections to public transit in Pierce, King, Spokane, and Snohomish Counties. The project will focus on select equity zones, transit deserts, congested areas, and areas impacted by emergency road closures. The goal of the project is to reduce single occupancy vehicle (SOV) trips, shorten travel times, lessen congestion, reduce pollution, and aid transit recovery from COVID-19. This effort simultaneously tests multiple use cases and travel modes across 16 legislative districts in Washington State to optimize investments in high frequency transit and maximize the population served.**
Lead Organization **Neutron Holdings, Inc., d/b/a Lime**

Federal Tax ID Number **81-4870517**	DUNS Number **095747245**

This information should match the financial information in question 16.			
Dollar Amount of Grant Request for 2019-2021 **$500,000**	Total Project Cost **$500,000**	Local Match **$0**	Percentage of Project Total Cost **0%**

State Legislative District(s) **1, 3, 6, 11, 27, 28, 29, 32, 33, 34, 36, 37, 38, 43, 46, 48**	County/Counties **King, Pierce, Snohomish, Spokane**

List each of the project partners that will have a role in the project. Describe their role and their type of organization.	
Project Partner Name **King County Metro, Pierce Transit, Everett Transit, Spokane Transit Authority, Community Transit, Sound Transit**	Type of Organization (i.e. tribe, public sector, private sector) **Public Sector - Transit Agency**
Role ● Providing input on project design, incentive levels and outreach strategies ● Operating connecting transit service ● Providing input on messaging, marketing and education approaches and materials ● Publicizing discounted micromobility fares to existing and the general public through social media, events and other public engagement tools. ● Integrate awareness campaign into outreach related to ORCA Lift and Rapid Ride H & R expansion as appropriate (King County Metro) ● Integrate awareness campaign into outreach related to City Line BRT capital project (STA) ● Provide stop-specific and route-specific ridership data to Evaluation Team at select intervals ● Participate in Multi-agency Public Private Project Interim Review and Final Review	
Project Partner Name **King County Records & Licensing Services, Cities of Tacoma, Seattle, Spokane, Everett, Redmond.**	Type of Organization (i.e. tribe, public sector, private sector) **Public Sector - City, County**

Role ● Providing input on project design, incentive levels and outreach strategies ● Operating connecting transit service ● Providing input on messaging, marketing and education approaches and materials ● Publicizing discounted micromobility fares to existing and the general public through social media, events and other public engagement tools. ● Integrate awareness campaign into ORCA Lift outreach as appropriate ● Provide stop-specific and route-specific ridership data to Evaluation Team at select intervals ● Participate in Multi-agency Public Private Project Interim Review and Final Review ● Share information with community based organizations to improve targeted low-income outreach.	
Project Partner Name **Downtown: on the Go!**	Type of Organization (i.e. tribe, public sector, private sector) **Non-Profit Transportation Management Association**
Marketing Messaging and Collateral Development	● With a small team of community ambassadors representing the targeted/impacted users we will co-create marketing concepts and sample collateral from each city and transit partners ● Developing locally appropriate content and messaging for physical and digital promotion materials, including social media content, email, brochures, leaflets, digital ads, and/or website, etc. This collateral will be based on the feedback garnered from the cities and transit agencies. ● Printing and distributing localized physical collateral to partners. ● Developing sample social media content for distribution by partners, including cities, transit agencies, and equity outreach organizations ● Translating digital content into top 4 non-English languages of each project area ● Developing detailed email content (images / map / default text) to inform people of the launch of the program and follow up email content to wrap up the program ● One round of edits each for digital and physical collateral
Marketing: Physical Mailers	● Develop messaging and content for one physical mailer per program zone targeting low-income recipients, including printing, address selection and mailing (in conjunction with agencies as desired) ● Translating mailer into the predominant non-English language in each project area.
Marketing: Targeted Participant Outreach	**Tacoma only:** ● Reaching at least 3,000 low-income users in Tacoma through 4 or more outreach events (including Lime events at Community Centers), engagement via partners, and possible door-to-door engagement, as deemed most effective, ● Promoting the program through social media (3 posts at launch, then 1-2 per month) to reach at least 10,000 potential users. ● Monitoring and sharing aligned content from the City of Tacoma, Pierce Transit, and relevant community groups and business associations.
Administration: Program Management	● Organizing program kickoff meeting and up to 3 progress meetings with representatives from Lime and partner cities, transit agencies, and nonprofits. ● Aiding all partner organizations in successfully meeting program milestones and submitting required documents. ● Compiling and submitting monthly cost reporting (assumes 12 months) from Lime, Downtown: on the Go!, TCC, Everett Station District Alliance, Catholic Charities Spokane.
Project Partner Name **Transportation Choices Coalition**	Type of Organization (i.e. tribe, public sector, private sector) **Non-Profit Community-based Organization**

Marketing: Messaging Input	• Providing input on marketing collateral to Downtown: on the Go!, City of Seattle and King County Metro and one round of material revisions • TCC will convene community groups and public agencies to discuss the intersection of new mobility and equity, specifically how private mobility can benefit vulnerable communities and how agencies can structure partnership agreements for feeder to fixed services centered around equity and sustainability and consistent with Metro's Mobility Framework Recommendations.
Marketing: Targeted Participant Outreach	**King County:** • Reaching at least 6000 low income users in the project area through 1 or more events in each project area, engagement via partners, and possible door-to-door engagement, as deemed most effective, • Promoting the program through social media (3 posts at launch, then 1-2 per month) to reach at least ten thousand potential users in the project area. • Monitoring and sharing aligned content from the City of Seattle, King County Metro, and relevant community groups and business associations.
Project Partner Name Everett Station District Alliance	Type of Organization (i.e. tribe, public sector, private sector) **Non-Profit Community-based Organization**
Marketing: Messaging Input	• Providing input on marketing collateral to Downtown: on the Go!
Marketing: Targeted Participant Outreach	**Snohomish County:** • Reaching at least 2000 low income users in the project area through 3 or more outreach events, engagement via partners, and possible door-to-door engagement, as deemed most effective. • Promoting the program through social media (3 posts at launch, then 1-2 per month) to reach at least ten thousand potential users in the project area. • Monitoring and sharing aligned content from the City of Everett, Everett Transit, and relevant community groups and business associations.
Project Partner Name Spokane Neighborhood Action Partners **(SNAP)**	Type of Organization (i.e. tribe, public sector, private sector) **Non-Profit Community-based Organization**
Marketing: Messaging Input	• Providing input on marketing collateral to Downtown: on the Go!
Marketing: Targeted Participant Outreach	**Spokane County County:** • Reaching at least 3000 low income users in the project area through 3 or more outreach events, engagement via partners, and possible door-to-door engagement, as deemed most effective. • Promoting the program through social media (3 posts at launch, then 1-2 per month) to reach at least ten thousand potential users in the project area. • Monitoring and sharing aligned content from the City of Spokane, Spokane Transit Authority, and relevant community groups and business associations.
Project Partner Name Nelson\Nygaard	Type of Organization (i.e. tribe, public sector, private sector) **Private Sector Transportation Consultancy**
Task 1. Nelson\Nygaard will support Lime in the development of a survey instrument to collect vital information related to demographics, before and after travel behavior, trip purpose, travel experience, incentive impact, and attitudes related	

to micromobility, public transit, and the integration of these two service types. Working with Lime, we will develop messaging around the survey's purpose and value to the customer.

Task 2. Nelson\Nygaard will develop a performance measurement and monitoring framework for the project, measuring project performance through a variety of data sources (including trip data, survey, and transit boarding and alighting data systemwide and at key first- and last-mile connection points). Nelson\Nygaard will track the following performance metrics on a monthly or quarterly basis (where possible):

Task 3. Nelson\Nygaard will compile all findings from the survey analysis and ongoing performance monitoring data to demonstrate the full picture of how people use micromobility to access public transit. This includes a summary of performance on the key metrics and other critical first- and last-mile insights. We will develop informative maps for each of the four geographies to show the relationship between trip origin and destination, transit services accessed, and trip distances. The evaluation report will be organized by findings across all four geographies and city-specific insights.

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Qualitative Description of Needs (25 points)

1. *Describe the first-last mile to transit service you propose:*
    a. *Service and/or facilities you will provide*.

In *Beyond Tomorrow: Laying the Foundation for Washington's Transportation Future*, WSDOT found that the percentage of family income spent on transportation is highest for the least well off, that approximately 20% of Washingtonians don't hold a driver's license, and key to providing access to opportunity for low-income Washingtonians is providing transit and active transportation investments. At the same time, WSDOT needs to maximize the operational efficiency of existing system features and invest in system expansion for additional capacity, regardless of mode (Beyond Tomorrow: Laying the Foundation for Washington's Transportation Future, WSDOT, January 15, 2020).

Beyond Tomorrow is less than six months old, but the stress on Washington's transportation system has only since grown as COVID-19 will likely cause people to shy away from public transit in the coming months. Moving forward, transit systems will have to make service changes to enable social distancing, lowing ridership, which will correspondingly reduce available funding. If these circumstances lead to more Single Occupancy Vehicle (SOV) trips, the impact on congestion, the environment, and public transit in Washington will be devastating. While quality of life will decrease for all Washingtonians, the negative impacts of these changes will fall most consequently on those low-income Washingtonians who are reliant on transit.

One way that we can help stem the expected losses in transit ridership is through expanding shared e-bikes and scooters in Washington. These devices have the potential to provide new, popular transportation options that hold promise for closing the first- and last mile gap, increasing access to transit in this unprecedented time. In fact, 50% of Puget Sound micromobility users report connecting to transit via scooter within the previous month, according to Lime's most recent user survey.

The Statewide First/Last Mile Equitable Transit Connections Grant for E-Bikes and Scooters will provide and evaluate the impact of user incentives for shared micromobility (e-bike and scooter) connections to critical transit facilities in Pierce, King, Spokane, and Snohomish Counties. If successful, this project will provide data-based support for effective integration between micromobility and transit across the region to impact mode shift, transit ridership, and carbon emissions.

Lime is the only micromobility company that provides e-bike and scooter services in multiple cities across the state (see question 14 for details). Lime will provide e-bike, scooter, and adaptive scooter services for the program. Lime is partnering with four local equity-focused community based organizations for outreach and with Nelson\Nygaard for program who will provide analytical support.

This grant will reduce the rider's cost for shared e-bike, scooter, and adaptive scooter rides that start or end at select transit (bus, rail, or water taxi) stops. Trips that start or end within a predetermined distance of selected transit stops will automatically qualify for the discount, using virtual scooter and e-bike corrals designated in collaboration between Lime and the transit agency.

The proposed incentive structure is designed to make the rider's entire trip cost about the same as their public transit fare. By reducing the cost, this grant will make connecting to transit via scooter or e-bike more affordable to a broader range of users. Currently, the average cost for a 1-mile micromobility connection is $3, and $4 for a 1.5 mile connection. This grant will reduce user costs for qualifying trips by *up to* $3.50 per qualifying ride. At this level, the average user would be able to take a 1.5 mile trip on a Lime device for $0.50 or a 1-mile trip for free.

As part of this project, we will evaluate diverse use cases from bridge closure mitigation to park and ride demand management across 12 project zones and in 6 jurisdictions to test the value of transit/micromobility integration and optimize future integrated transportation system investments. The precise incentive level and structure will be determined in partnership with the respective transit agency and city partner based upon the geography and use case.

We are focusing on robust targeted outreach to support high utilization by low-income residents and historically underinvested communities. While all users will have access to the incentive, outreach will be focused on low income, historically underinvested communities, and communities of color. Local community-based organizations will lead outreach in Spokane, Everett, Tacoma and King County. Furthermore, the program will leverage **input by the King County Metro / TCC Equity & New Mobility Roundtable to ensure the most thoughtful, equitable program possible. Approximately 23% of funding will cover low income outreach, education, and program evaluation.**

b. Location and/or first-last mile service area.

- **See maps in Appendix 1.**
- **King County:** King County focus will be on transit equity, relieving P&R demand, and mitigating effects of the West Seattle Bridge Closure (see map)
  - **White Center:** Connections to frequent transit within 1 ½ miles of transit facilities in low income communities to increase effective "walkshed."
  - **Redmond:** Connections to frequent transit at Redmond Transit Center and Bear Creek Park & Ride to mitigate capacity issues, reduce congestion and increase walkshed.
  - **Northgate:** Connections to frequent transit at Northgate Park & Ride to mitigate capacity issues, reduce congestion and increase walkshed.
  - **Rainier Valley:** The Rainier Valley has high quality, frequent transit with Link Light Rail and the future RapidRide R (Route 7). However, due to geography, many residences are significantly outside the walkshed for these frequent services. Subsidized connections to

select frequent stops will significantly improve travel times for this historically underinvested community.

- **West Seattle Bridge Closure Mitigation:**
  - Intensified e-bike deployment zones to support access to the King County Water Taxi within a 2 mile radius to supplement routes 773 and 775, provide additional mobility capacity, reduce car congestion and reduce travel times.
  - E-bike and Scooter deployment zones within 3/4 mile of each side of Spokane St "Low Bridge" to allow users to bypass bridge choke points and connect to mobility options beyond the bridge.

- **Pierce County:** Pierce County efforts will focus on transit equity and increasing connections to essential, high frequent transit. These efforts will focus on expanding the walkshed of Pierce Transit's historic high-frequency routes (1, 2 and 3) with a focus on low-income and historically-underinvested communities particularly in Tacoma's South and East and as well as the Lincoln International District. The net effect is that residents in over 75% of Tacoma's residential areas are within a 10-minute "walkshed" of frequent transit.
  - **Route 1:** Low-cost connections to Route 1 within a 1 ½ mile walkshed along the Pacific Avenue, 6th Ave and S. Mildred St corridors, excluding the downtown sections of the route between S 34th St and I St. This expanded walkshed makes high-frequency Route 1 (and future BRT line) a viable transit solution for users spanning:
    - from I-5 to Tacoma's eastern city limits along the Pacific Avenue Section from Fern Hill to the Lincoln International District
    - from S 19th St to N 26st St along the 6th Avenue section of the route
    - within a 1 ½ mile walkshed of the Tacoma Community College Transit Center
  - **Route 2:** Low-cost connections to Route 2 within a 1 ½ mile walkshed the S 19th St section of the route from St. Joseph's Hospital to S. Jackson St. This expanded walkshed makes high-frequency Route 2 a viable transit solution for users spanning from 6th Ave to Center St and within a 1 ½ mile walkshed of the Tacoma Community College Transit Center.
  - **Route 3:** Low-cost connections to Route 3 within a 1 ½ mile walkshed the South Tacoma Way section of the route. This expanded walkshed makes high-frequency Route 3 a viable transit solution for users spanning from I-5 to S Orchard St between S. 38th St and
  - **Sounder Commuter Rail:** Connections to Sounder commuter rail specifically at South Tacoma Station (an underutilized station with limited Park & Ride capacity), enabling an increased viable walkshed ranging from Tacoma Mall in the North to Tacoma city limits in the South and Alabama St to the West and I-5 to the East.

- **Snohomish County:**
  - **Everett Station & Everett Community College.** Scooter trips that end within Everett Station and Everett Community College will qualify for an incentive, increasing the viable "walkshed" to Everett's largest transportation hubs, supporting low income students and essential workforce accessing the regional transportation system.

- **Spokane County:**

- **First/last mile connections to Five Mile & South Hills Park & RIdes and The Plaza, STA's downtown transit center.** Lime and STA already have an agreement to pilot scooters and e-bikes as a capacity relief measure at two Park & Rides and at The Plaza. This grant will make those investments accessible and affordable to a broader base of users outside the natural walkshed of these locations. Furthermore, STA's downtown service lacks a gridded network of connections to The Plaza. In response, scooters and e-bikes make the Plaza easily accessible to a broad base of users to achieve our purpose of growing transit ridership and equitable access to low income areas and areas outside the natural walkshed of these locations.

- *Existing transit service your service connects to*
  - **King County:**
    - **West Seattle & White Center:** King County Water Taxi, RapidRide C Line, Future RapidRide H (Route 120), Route 21, Route 50, and Route 125 and all other KCM/ST routes serving West Seattle & White Center. This service will also complement limited headways of Water Taxi feeder services on Routes 773 and 775
    - **Northgate:** All routes serving Northgate Park & Ride including the 40, 41, 28X and others
    - **Rainier Valley:** ST Link Light Rail and Route 7 (Future RapidRide R) are the focuses of this effort, but will also support improved connections for Routes 36, 50, and 106.
    - **Redmond:** All routes serving Redmond Downtown Transit Center and Bear Creek Park & Ride, including KCM RapidRide B Line and ST Routes 545, 542.
  - **Pierce County:** Pierce Transit Routes 1, 2, 3, Sound Transit Sounder South at South Tacoma Station, and ST 595 at TCC
  - **Snohomish County:**
    - **Everett Station:** All Sound Transit, Community Transit and Everett Transit routes serving Everett Transit Center including Sounder North, Swift Blue Line, ST 510, 512, ET routes 6, 7, 18, and 29, and four other Community Transit lines.
    - **Everett Community College:** Connects to Everett Transit Routes 4, 7 and 29
  - **Spokane County:**
    - **The Plaza.** Out of Spokane Transit Authority's 43 routes, 29 serve The Plaza, STA's downtown transit center. This can also connect public transit users to the nearby Amtrak station ½ mile distant.
    - **Five Mile P&R and South Hill P&R**
      - Five Mile P&R is the start/end for Route 22 which serves the VA Hospital, Route 27 which serves as a northern East-West crosstown route, providing access to Hilyard, a historically underinvested neighborhood in Spokane.
      - First/last mile connections at the 5-Mile P&R could serve residents who live up on 5-Mile Prairie where there is no transit service today.
      - Five Mile P&R and South Hill P&R are both served by Route 4, STA's first High Performance Transit line and first true north-south route. The 4 provides access to jobs, shopping, downtown, and the Medical District.

- At South Hill, the P&R serves as the start/end for Route 34, providing access from the South Hill to East Sprague and the services located near there.

- *Transportation gap your proposal is intended to address*

The City of Seattle has long had a measure of frequent transit access measured as a percentage of the city's population within 10 minutes of a 10-minute frequency or better transit corridor. Due to millions of dollars of STBD investments, Seattle has grown the share of residents within a 10-minute walk to frequent transit from 25% in 2015 to approximately 70% today.

Unfortunately, many cities in Washington lack Seattle's resources to expand transit frequencies sufficiently to achieve 10-minute walkshed coverage throughout the city. Our current economic situation foretells limited budget capacity across all agencies, including in Seattle & King County. This situation will further constrain the expansion of transit lines and investment in infrastructure like park & rides. Finally, areas of low access to frequent transit are in low income or historically underinvested areas constraining access to jobs and opportunity.

Therefore, we seek to test the degree to which incentives that reduce the cost of micromobility trips, combined with targeted promotion in low-income and marginalized communities, can (1) increase residents' 10-minute access to frequent transit lines, (2) reduce (or not increase) SOV trips, (3) increase transportation equity, and (4) mitigate the impact on public transit from COVID-19.

TRANSPORTATION GAP	**STRATEGY**
Low income residents outside city centers lack affordable connections to transit	Providing micromobility connections to transit **without raising the rider's cost per trip** by incentivizing e-bike and scooter trips to/from transit hubs.
Many residents live outside a reasonable walkshed to frequent transit	**Expanding the population within the targeted 10 minute "walkshed" to frequent transit from 0.35 miles to over 1.5 miles** (at 11mph average bike or scooter speed, a rider can cover 1.8 miles in 10 minutes). This produces a 5-fold increase in walkshed area to access frequent transit line.
Longer trip times via public transit, making SOV trips more desirable	**Reducing first/last mile travel time,** which can be a major portion of a rider's overall journey time. A 1-mile, 20-minute walk can be shortened to just over 5 minutes on a bike or scooter. For users working two jobs or needing more time with family, this time adds up to a half hour, hour, or more given back to people.
Barriers to information and usage of micromobility by people with low-income, people of color, and non-English speakers.	**Performing robust, multilingual outreach** to historically underinvested communities in all project areas with respected local partners. **Automatically applying incentives** without use of codes to reduce administrative and knowledge barriers. **Providing cash payment and text-to-unlock** options for unbanked or non-smartphone users.
Optimizing frequency and coverage of the public transit system	**Test potential of agencies to focus more resources on rider-generating transit frequency**, achieving coverage by more flexible options.
Infrastructure investment and overcrowded parking	**Reducing overcrowding at Park & Rides by providing alternative means of reaching the transit station, even for those outside of the 0.35 mile walkshed.**

COVID-related concerns about public transit and potential mode shift from transit to cars	**Linking popular new modes like scooters and e-bikes to make travel by public transit more enticing.** **Measuring impact of incentives on short term public transit use and mode shift** in multiple use cases across the state.
Lack of multimodal integration	**Testing the impact of deeper integration of shared e-bikes and scooters into the transit system**

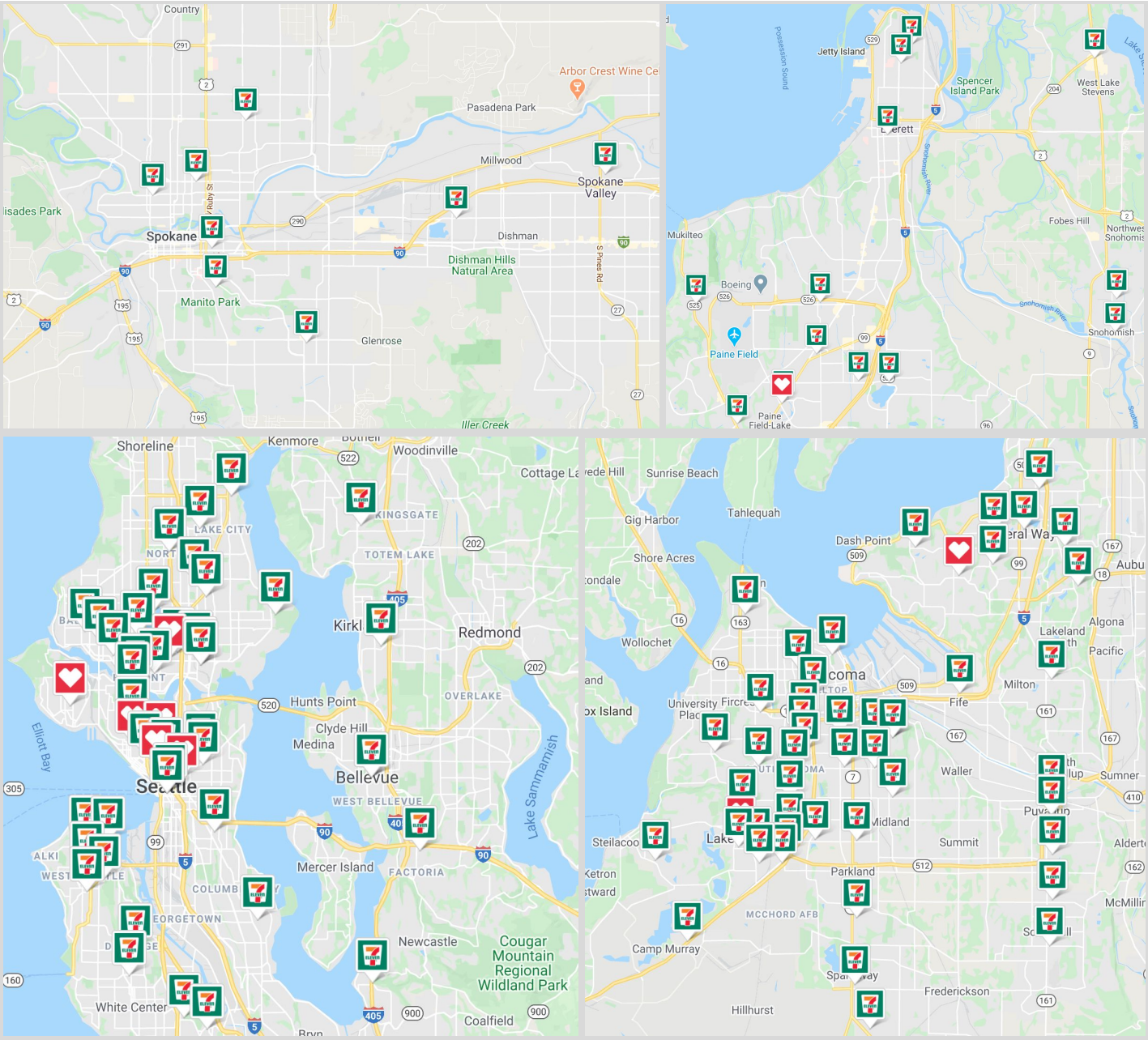
- **Example: Equitable access to frequent transit & closing transit deserts with expanded "walksheds."** This pilot seeks to enable transit access for people not within a short walk of frequent transit:
    - **Tacoma:** like South and East Tacoma where riders may be 1-2 miles from a frequent line and are predominantly lower income than the rest of Tacoma
    - **Seattle area:**
        - **Delridge and White Center** benefit from a spine of frequent transit. However, many residents are far from these amenities. Due to topography, easy access to transit on foot can be an impediment to usage.
        - **West Seattle Bridge Closure.** Use of the Spokane Street "low bridge" by transit and freight once COVID restrictions are lifted will result in major gaps in reliable transit as service is disrupted by intense congestion, creating the need for active transportation or alternatives to access the water taxi or take riders directly across the bridge. *In the event that the Spokane Street Low Bridge is closed due to danger from the damaged high bridge, bikes and scooters can be used to get users across the South Park bridge and between various transit routes to avoid the bottleneck caused by the bridge.*
        - **King County Water Taxi** serves a critical function, particularly during the emergency bridge closure of indeterminate length. However, given the West Seattle boat launch's proximity to waterfront housing, there is a limited amount of immediate benefit to low income users. Leveraging the power of e-bikes and scooters, the effective water taxi catchment area can be expanded beyond the ridership added by King County routes 773 and 775. Additionally, e-bikes and scooters can augment connections between temporary water taxi park and rides and the Seacrest Park water taxi launch.
        - **Rainier Valley** is served by two high-frequency systems including Metro's Route 7 and Sound Transit's Link Light Rail. Despite having the state's highest quality transit investment through the Valley, many residents do not have good access to transit due to topography and lack of East/West transit routes. In addition to the SDOT/KCM/ST investment in Via to Transit, e-bikes and scooters can serve as a more economical, often faster connection solution to aid more potential riders to have easy access to frequent transit.
        - **Northgate Park & Ride** is often at capacity. Meanwhile, the Northgate Transit Center is surrounded by many low income communities. This program will seek to increase access to the Northgate Transit Center without a corresponding increase in parking capacity.
        - **Bear Creek Park & Ride** is often at capacity. A limited budget provided for first/last mile connections to Bear Creek P&R and Redmond Transit Center can test equity impacts of low income trips in Redmond.

- **Spokane:** Fill lack of connecting service gaps to Five Mile and South Hill Park and Ride and close gaps in Downtown Spokane connections to The Plaza due to lack of gridded bus network downtown.
- **Everett:** Fill gaps in transit connections to Everett Community College and Everett Station, enabling more residents and workers to easily connect with the local and regional transportation system.

Discussion of Benefits (20 points)

2. *Describe how the proposed services will be open & accessible to the public in an equitable manner*.

- **All users in affected geographic areas** will have access to the service based upon making a qualifying trip that starts or ends in geofenced zones adjacent to select transit stops in the project area. By having the discount applied automatically, the pilot design reduces barriers related to sign up or knowledge of special coupon codes.
- **Focus on historically underinvested communities, low income communities and communities of color.** While access is open to all users to test the impact of incentives on behavior of all demographic groups, outreach will be focused on maximizing awareness in communities most in need.
- **Unbanked users** or those without credit cards can load money into an account in small increments through our partnership with PayNearMe, or can pay via PayPal or a prepaid debit card, such as a Visa prepaid debit card. Riders can pay using cash at one of PayNearMe's retail locations to receive a code to enter to unlock the scooter. PayNearMe locations include CVS, 7-Eleven located throughout the proposed project areas (see locations within project areas on map below). Lime also accepts PayPal as a payment option, which eliminates the need for a traditional credit or debit card. Paypal has a suite of features available for those who are unbanked.



- **Diverse fleet for people with varying mobility needs.** Lime is providing three types of vehicles: e-bikes, scooters, and adaptive vehicles to accommodate riders' varied needs. Lime is the only company that has the ability to provide bikes and scooters in multiple jurisdictions in the state. See table in question 14 for more geographically-specific details. E-bikes allow a broader base of users than traditional pedal bikes, and benefit users that due to need or comfort level may prefer them to scooters. Meanwhile, scooters invite people out of their cars that have not been successfully attracted by bikeshare In Tacoma in 2018-2019, scooter usage was 3.4 times higher than bikeshare usage on a per vehicle basis. In Portland, 45% of scooter riders reported that they never used bikes to travel in Portland and 78% had never used Portland's BikeTown bike system.
- **Adaptive micromobility vehicles on demand for people with disabilities:** Lime was the first company to introduce an adaptive scooter program in the U.S., in partnership with the City of Oakland,

and has the largest adaptive fleet and number of requests of all operators in both San Francisco and Oakland where these programs have been introduced. We believe this success is based on our on demand delivery model, daily rental cost structure and meaningful collaboration and promotion with a diverse group of local organizations. In the Puget Sound area, we plan to collaborate with groups like TACID, Goodwill industries, and members of the Tacoma Area Commission on Disabilities to refine final plans for delivery of the program this summer. Should we be permitted in Tacoma and Seattle, then we will bring this adaptive service to all project areas in the Puget Sound.

- We use an on-demand delivery model for our adaptive devices. For users that have unique mobility needs accessing vehicles in the public right-of-way may be challenging and the vehicles may be far from their location. Instead, for a set daily rental fee, we deliver the equipment to the user's location and pick up the equipment after use. Should users of this program live in one of the project areas, then the WSDOT grant will compensate for the equivalent of 1 round trip incentive from the cost of a 24-hour rental. (If the incentive for the project area is $3, then a user that needs one of the below vehicles would get a $6 cost reduction for the 24-rental)
- Examples of the type of adaptive vehicles that would be part of this program are below. The breadth of models are similar to the established Biketown for All model in Portland, but with the proven program delivery model of Lime's Oakland and San Francisco adaptive scooter program.

TRADITIONAL ADULT TRIKE

RECUMBENT TRIKE

HAND CYCLE

E-ASSIST HAND CYCLE

3. *Describe the benefits this project would provide.* Discuss how the project will improve connections to public transportation, market potential, enhance access to destinations.

   - **Connections to public transit**

     - In Seattle, a cornerstone of having the highest transit ridership growth in the country has been funding projects that maximize the percentage of the population with all-day access to frequent transit lines within a 10-minute walk (about .35 miles). In 2015, only 25% of Seattle residents were within 10 minutes of such a transit line. In 2019, 70% were through expenditures of $40 to $55 million per year. In every project area, the scooters and bikes connect to a frequent transit asset. **For example, in Tacoma, a majority of the city's population will reside within a 10 minute e-bike or scooter connection of Tacoma's three frequent transit lines**.

     - As e-bikes and scooters can travel a further distance in the same amount of time, using an e-bike or scooter would bring many more people within the target 10-minute trip radius. **Our proposal will test whether using micromobility to expand the population within a 10-minute trip to frequent transit will improve transit usage, and enable a cost comparison with adding additional transit infrastructure.**

   - **Market Potential**
     - Over 2.5 million Washington residents reside in urban areas that could someday benefit from this solution. Free-floating micromobility could be a viable solution in many urban areas, including cities over 50,000 in the Seattle Metro area plus Spokane, Vancouver, Yakima, Tri-Cities, Olympia-Lacey, and Bellingham).
     - Given the spread of micromobility across the globe to cities with hundreds of millions of people in aggregate, **Washington has the opportunity to lead the world in studying the impacts of micromobility on transit, with the first micromobility incentive study of this breadth.**
     - Successful indicators from this program could result in efforts to further integrate micromobility into transit systems and other measures that tie first/last mile incentives to taking a trip on the transit system.
     - This program can also help address the challenges of balancing frequency and coverage that transit agencies face every day, and particularly in the wake of COVID-19. Transit agencies across the state are considering service and frequency changes may be necessary to accommodate social distancing and lower demand. Providing access to micromobility can ease connections to more distant transit stops, attracting new customers by enabling faster service and avoiding loss of customers if service to certain stations is reduced.
     - Demand for public transit is expected to drop due to fears generated by COVID-19. The attractiveness of public transit may increase if the trips are paired with reduced cost access to popular e-bikes and scooters.

   - **Enhance access to destinations**
     - Providing more people with transit access within a 10 minute e-bike or scooter trip will enhance access to destinations in cities across the state. It will make public transit a more attractive mode for those who previously would not have taken trips at all or would not have taken trips by public transit.

Social Justice/Equity (20 points)

4. *How does the project advance efficiencies in, accessibility to, or coordination of transportation services provided to persons with special transportation needs?* Provide information about how your project provides equal opportunities to disadvantaged populations, including: persons with disabilities, low-income populations, veterans, persons over 65 and over 85 years of age.
    - **People with low income.** This program eliminates the financial barriers for 1 to 1.5 mile e-assisted trips to transit. For those working two jobs or enduring long commutes, this tool shortens their time in transit and enables more time with their families or more productivity related to their work.

    - **People with cognitive or physical disabilities. Lime's multi-modal offering is responsive to people with various disabilities.** This program provides reduced fares for e-bikes (in Seattle & Spokane), scooters (in all counties covered by this grant), and adaptive vehicles (in Puget Sound markets). Lime has the most advanced adaptive, shared micromobility program of all vendors. This ensures that people who could benefit from hand cycles, recumbent vehicles, or trikes can access them throughout the Puget Sound. Lime will also be collaborating with Goodwill Industries in Tacoma to identify additional ways this program could assist workers with cognitive disabilities.

    - **Older adults.** Americans over 60 are demonstrating the fastest growth of bike riders among any age group in America. E-bikes is further fueling this growth, making biking possible for more people than ever. The benefits of providing micromobility vehicles for seniors is good for both physical and mental health. Older e-bike users have demonstrated increased cognitive function if they ride e-bikes three times per week.

    - **Youth.** Younger adults (over 18) ride scooters at higher rates than other age groups, helping with mode shift on an individual trip basis and enabling them to live car-free over the long term. In the Puget Sound, 28% of riders took a scooter rather than a car on their last scooter trip, and 48% used micromobility to connect to transit in the past month.

    - **Veterans.** Seattle and Spokane Veterans Administration hospitals are within the project areas. Bikes and scooters in both locations assist users get access to the VA centers that are both served by just one bus route.

    - **LGBTQIA Outreach.** Lime maintains existing partnerships with the Rainbow Center and the Greater Seattle Business Association (GSBA). The Rainbow Center provides support programs locally in Tacoma. The GSBA is the world's largest queer chamber with statewide programming, including efforts to support disadvantaged youth and young adults. Lime will partner with both organizations to disseminate program information to Rainbow Center and GSBA clients in the project areas.

    - **Limited English proficiency populations.** Outreach and marketing information on this program will be provided in *at least* four languages other than English per project area. Our in-app, text, and email customer support operations are available in over 30 languages. Our live phone customer service language availability includes Spanish, Mandarin, Korean, German, Tagalog, French, Italian, Portuguese, Hungarian, Hebrew, Polish, Romanian, Czech, Swedish, Finish, Danish, and Greek. Our phone app is available in all languages that are available on iPhone and Android (based upon selected options in Utilities/Preferences) .

      Additionally, we have taken intentional action to make our app responsive to the needs of people with visual impairments. Lime initially assessed our iOS and Android apps against Section 508 of the Rehabilitation Act of 1973 requirements last year. We found that our app does not disrupt or disable any

accessibility features of any operating system for a user, displays text on the screen along with our animations, and does not include any flashing or blinking elements. Additionally, in 2019 our team also worked with a design firm to ensure that our website met the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA Standards, an international set of guidelines for making web content more accessible to people with disabilities. As a result, our new website recently launched in compliance with these accessibility standards.

Goals and Metrics (15 points)

5. *How will your organization measure whether the project is successful and improves the efficiency and effectiveness of getting to fixed route public transportation?* Describe the quantitative and qualitative measures.

   As part of your measures, you must select at least one of the following:

   - **Change in transit ridership**
     - *Quantitative:*
       - We will measure transit ridership changes based upon this program using stop-level and route-level boarding information. **However, this will not be a primary measure due to the impacts of COVID**, which will likely obscure impacts and year-over-year comparisons less informative than desired.
       - **This is a primary measure of effectiveness.** We will also calculate the **percentage of residents within a 10-minute connection of a high frequency transit line (15 min headways or better)**, comparing non-micromobility share vs. micromobility-assisted population share. This measure is an adaptation of the Seattle STBD very frequent transit measure (population coverage increased from 25% to 70% with $50 million annual expenditure).

     - *Qualitative:* Through surveys executed in partnership with local organizations, we will seek to measure program participants' views of the transit system before and after program implementation to see if easier access to transit and integration of new mobility options will shift rider perceptions. We will also explore with the respective transit agencies their ability to survey riders for system perception and detect changes that may be related to this program.

   - **Number of first-last mile trips provided**
     - **This is a primary measure of effectiveness**
     - *Quantitative:*
       - **Number of trips completed** that start or end near various transit stops and stations, in many cases **down to station level**.
       - In Tacoma, Seattle, Spokane, Everett, and Redmond, we will **measure against historical data** we have available to compare system utilization changes in project incentive project areas.
       - Using rider survey data we will determine **rates of transfer to specific transit routes**
       - Identifying usage pattern differences across numerous use cases and variables. Use cases include:
         - Connection via e-bike or scooter?
         - Connection to bus, train or water taxi?
         - Use cases: park and ride vs serving an entire corridor vs ferry terminal vs emergency closure mitigation
         - Differences by city with mode and use case constant
         - Seasonal variation and effectiveness

- Usage and modeshift variation based upon incentive level

- *Qualitative:* Through surveys, we will measure the following and correlate with other factors:
  - Purpose of trips
  - Connection rate to transit
  - Change (if any) of ***frequency*** of transit use
  - Change (if any) of ***perception*** of transit
  - Change (if any) of ***perception of transit safety*** post-COVID (does greater utility correlate to reduced concerns in the mode)
  - Demographic factors such as race, ethnicity, income level and gender

- **Number of passenger miles via first-last mile service provided**
  - **This is a primary measure of effectiveness**
  - *Quantitative:*
    - **Using Lime data, we can measure the miles of all trips that start or end in an incentive zone,** in many cases down to the station or stop level.
    - **Mode shift & CO2 savings.** Globally, approximately 24% of scooter trips replace a car trip with a CO2 savings of 404g of CO2 per mile of car travel replaced. Because we can determine the mode shift per project area, we can calculate CO2 savings for each use case.
    - Thanks to the plethora of use cases, we will detect variations in patterns that could answer questions related to:
      - Distance traveled based upon mode (e-bike/scooter)
      - Distance traveled based upon connecting mode (bus, train, water taxi)
      - Distance traveled based upon connecting use case (park & ride, corridor, water taxi terminal)
      - Distance traveled based upon incentive level
      - Distance traveled based upon income level
      - Distance traveled based upon travel purpose (work, entertainment, errands, shopping)
  - *Qualitative:* Through surveys, we will measure the following.
    - Probability of behavior changed based upon distance from transit stop and ultimate destination.

Wages and Healthcare (10 points)

6. *Organization size.* Do you have 50 or more full-time employees based in Washington state?

   ☐ Yes

   ☑ No

7. *Minimum Wage.* Does your organization provide a minimum wage for employees and independent contractors?

   ☐ Yes: $

   ☑ Yes, for employees only:**$18/hr**

   ☐ No

8. *Healthcare.* Does your organization provide healthcare benefits to your employees and independent contractors?

☐ No

☐ No, but provide additional compensation to employees and independent contractors for healthcare

☐ Yes, included in hourly wage compensation for employees and independent contractors

☑ Yes, included in employee benefits package for employees and independent contractors

☑ Other: Vehicles are recharged by independent contractors in a part time, task-based role that provides flexible auxiliary income opportunities. Our employees and contingent workforce operations specialists get full healthcare benefits packages. Independent contractors do not.

Readiness to Proceed (10 points)

9. *Discuss readiness to proceed.* Describe:

   a. When the project would introduce service to the public.

   - **Service launch is planned for August 3, 2020.** This allows for 1 month of prep time in order to test micromobility connections during critical summer months statewide as well as rapidly deploy solutions to mitigate effects of the emergency West Seattle bridge closure.
   - **Lime is the only micromobility provider currently permitted and capable of operating in multiple jurisdictions throughout the state. In partnership with local authorities, our team is prepared to deliver a truly statewide test of micromobility across multiple usage typologies in just one project**.
   - **Lime is the only bikeshare operated permitted and capable of operating in Seattle and Spokane through spring of 2021.** Due to hills, bikeshare is a critical solution to the West Seattle bridge emergency as well as in the Rainier Valley.

   b. How the project could provide preliminary performance data (change in transit ridership, number of first-last mile trips provided, etc.) by December 31, 2020.

   - Nelson\Nygaard will establish a dashboard that can tabulate a number of metrics monthly, including for the December 31, 2020 interim data deliverable date:
     - Ridership data on total first/last mile trips in various project subareas (data provided by Lime)
     - Survey data from December 1, 2020 rider survey (of riders participating in the program). Survey data will allow extrapolation transit ridership.
     - Change in stop-level ridership data from transit agencies where available.

10. *Identify the project staff for this project and their technical capacity.* What type of experience do these individuals have with service delivery and grant management?

    - **Katie Stevens, Lime Head of Global Policy.** Katie has 15 years of experience in Federal, state and local policy, largely in the technology, environmental justice, and transportation space. At Lime, she oversees policy planning and leads a team of experts and researchers working on the full spectrum of issues in support of shared mobility. Katie joined Lime in September 2018. Prior to Lime, Katie led state and local government relations for eBay Inc. in the western U.S. Katie has worked at all levels of government having led policy development - largely around transportation, renewable energy and innovation - on Capitol Hill for Congressmen Cal Dooley and Washington's

Brian Baird (staffing his House Transportation & Infrastructure Committee assignment), the Governor's California Partnership for the San Joaquin Valley, and Fresno Mayor Ashley Swearengin. Katie received her bachelors from the University of Southern California, and completed graduate work in public policy at George Washington University.

At the City of Fresno, Katie co-wrote and aided in the successful project execution a $1,000,000 TCSP grant from USDOT for pre-development work that supported preliminary engineering to upgrade access and mobility in downtown Fresno, including area surrounding the nearby high-speed rail train station, by restoring critical elements of a disconnected street grid. Subsequent to this grant, she then co-wrote and initially aided in the execution of a $16,000,000 TIGER grant from USDOT for completion of the project. Katie also aided in securing ongoing New Starts federal funding for the Fresno Bus Rapid Transit project and assisting departments with grant compliance and planning.

- **Jonathan Hopkins, Director of Strategic Development, Northwestern US & Western Canada.** Jonathan has over six years of experience in operations and government affairs in the tech and mobility space and nearly 20 years of management experience. Based out of Seattle, Jonathan joined Lime in January 2019. He works closely with our government, transit, and community partners throughout the Northwest Region. Prior to Lime, he managed operations and government affairs for Uber in Washington & Idaho, following by serving as Executive Director of Commute Seattle. Jonathan received his BS in International Relations from the US Military Academy at West Point and his Masters in Security Studies from Georgetown University. **Jonathan will serve as Lime's primary contact for this grant and work hand-in-hand with Downtown: on the Go! for grant management.**

  In partnership with Pierce Transit, Jonathan co-developed the concept, co-wrote and supported initial implementation efforts for an FTA Sandbox grant for $200,000 awarded to Pierce Transit's first/last mile Limited Access Connections program. This successful program operated for 2 years.

  At Commute Seattle, Jonathan oversaw development and execution of a WSDOT grant-awarded $140,000 small business and chamber outreach program focused on bringing CTR-like services to smaller businesses. This grant dovetailed into ongoing efforts to support businesses of all sizes in preparation for viaduct closure. Jonathan also oversaw the team that was the largest statewide sales contributor to the WSDOT-funded small business incentive ORCA matching grants. Jonathan also oversaw the $2.2 million Commute Seattle budget focused on TDM for the largest municipality in the state.

- **Michael Markevich, GM, PNW & Canada.** Michael joined Lime in 2019 and manages Lime's operations in Washington, Oregon, and Canada. Michael brings over 10 years experience in operations and management, a majority of which has been in the technology and transportation space. Michael received his BComm. in Finance from University of Calgary.

- **Calvin Thigpen, Lime Director of Policy Research.** Calvin has a decade of experience in travel behavior research, with particular emphasis on bicyclist and scooter-rider behavior. Calvin joined Lime in October 2018, where he conducts internal research and oversees external collaborations, with the aim to better understand who uses micromobility, how and why they ride, and the impacts on the environment, equity, and other topics. Prior to Lime, Calvin received his PhD in Transportation Technology and Policy at the University of California at Davis and worked as a

post-doctoral researcher in the School of Geographic Sciences and Urban Planning at Arizona State University. Calvin has applied for and worked on a variety of grants, including from CalTrans (for example, a study of bicyclist infrastructure preferences) and ASU. Calvin serves on the Transportation Research Board's Standing Committee on Bicycle Transportation.

- **Kristina Walker, Executive Director, Downtown: On the Go!.** Kristina Walker has led DOTG, Tacoma's transportation demand management association, since 2011. A proud member of many local and regional boards, commissions, and now Tacoma City Council, Walker firmly believes that Tacoma's economic vitality, environmental and personal health, and community well-being all lie in transportation options. Through her leadership at DOTG, Kristina has overseen contracts and grants with agencies and businesses alike, working on the City of Tacoma's In Motion programs with Alta Planning & Design, Tacoma's Commute Trip Reduction Program, and Tacoma-Pierce County Health Department's Step It Up outreach geared towards reaching hard-to-reach audiences and community groups. **Kristina will oversee grant administration.**

11. *Milestones and activities.* Describe the major milestones for the project, including project start, provision of public service, public events, anticipated measurement activities, progress reports, completion date, etc.

- **7/1/20: Project Start.** Building off of the already-demonstrated preparation with cities, transit agencies, community based organizations and the evaluation team, we will launch efforts on July 1, 2020, with a highly coordinated effort to ensure a successful public rollout at the beginning of August.

- **8/1/20: Marketing and Publicity Blitz.** This date is the latest we will launch a marketing and publicity push. This will include outreach events, social media, TV and print stories (local and national), all coordinated with local cities, transit agencies, and supporting community based organizations. The marketing effort will continue through 8/15/20, along with follow-up opportunities at the end of the first month, upon the December progress report, at the completion of public subsidized service, and completion of the final report.

- **8/1/20: Outreach Events.** For two months, in every county, Lime and our community based organizations will conduct safety trainings at community centers, low income outreach, and distribution of materials to increase program awareness. This includes work with transit-dependent communities. Helmets will be distributed to low income users. The purpose will be to ensure that low income users are the most informed potential benefactors of the project. Once launched, adaptive fleet information will also be included.

- **8/3/20: Public Service Begins.** It is critical to launch the program during good weather to get the best uptake on usage, then measure continued retention under evolving seasonal conditions. **This is possible because Lime is the only micromobility company currently operating in the state, with long-term permits in every county.**

- **8/17/20.** Adaptive fleet program launched in the Puget Sound. This will allow users to get 24-hour rentals, delivered to their home, of trikes, e-trikes, hand cycles, and recumbent trikes for people with adaptive needs. Because of the 24-hour rental, the user will receive a double incentive (if the discount in the area is $3, then adaptive renters will receive a $6 discount for the 24-hour rental equivalent to a round-trip to transit).

- **9/1/20: Monthly WSDOT Dashboard available.** Along with our submission of monthly costs, we will also provide WSDOT a monthly dashboard of high-level stats such as trips per project area, incentive funds remaining, and high level summary of outreach impacts.

- **End of first week, then monthly starting 9/1/20: The Public Private Project Interagency Success Team** (with Lime, transit agency reps, city reps and community based organizations as appropriate) meets after the first week and then monthly to review results and refine the program as necessary to manage spend and duration and improve user experience.

- **9/18/20.** Project performance evaluation plan submitted

- **12/1/20 - 3/1/21: Public Service Complete / Potential Continuation in Special Situations.** Due to the groundbreaking nature of this project (there is not a known pilot of this scale for micromobility) along with ongoing effects of COVID, it is difficult to pre-determine what uptake will be. Lime and our partners will manage the program to ensure the market is tested during summer and adverse weather periods (until at least December, but potentially as late as Spring 2021. It is also possible that in select use cases, local jurisdictions choose to continue the incentives should they prove to be effective (such as related to West Seattle Bridge mitigation).

- **12/7/20: The Public Private Project Interagency Success Team** meets to review preliminary results prior to submission to WSDOT.

- **12/15/20.** Preliminary results report submitted to WSDOT.

- **Late Winter: The Public Private Project Interagency Success Team** reviews program results and provides lessons learned to the evaluation team.

- **6/1/20.** Final report submitted to WSDOT with revisions

- **6/15/20.** Final report initial draft submitted to WSDOT

12. *Project Budget.* Describe each project element and its cost details. These may include marketing, staff time, services, acquisition, incentives, etc.
    - **First/Last mile transit connection incentives:** In each project area, scooter and bike trips that start or end at select transit stops will be incentivized with a $2 to $3.50 incentive per trip (amount in coordination with respective transit agency and city based upon use case, perceived need, and desired number of subsidized trips. See Appendix B for detail on level of potential impact in each project area. In King County, further coordination with King County Metro, the City of Seattle and the City of Redmond will further define budgets for each county project area (White Center, West Seattle, Rainier Valley, Northgate, Redmond). Incentives will be open to users of all incomes in order to encourage a return to transit and test responsiveness to incentivise at all income levels. As the first pilot in the nation testing micromobility first/last mile connectivity to transit, it will be important to understand behavioral impacts upon choice and non-choice riders. Incentive connections account for 78% of grant expenditures.

    - **Outreach & Education.** Local community-based organizations will lead the effort to reach low income communities through outreach events, safety training, helmet giveaways, mailings, earned media,

ethnic and hyperlocal media and community college engagement. Materials will be created in multiple locally-appropriate languages. Outreach and education represents approximately 8% of the budget.

- **Program Administration & Marketing Development.** Led by Downtown: on the Go!, program administration and marketing includes managing coordination between cities, transit agencies and community based organizations to create locally-appropriate physical and digital collateral, coordinating social media posts with partners, information sharing, and monthly reporting aggregation from across the state. Program administration represents approximately 4% of the overall program budget.

- **Program evaluation.** We recognize the importance of this moment. By selecting the best-in-class micromobility and transportation analysis teams, we will provide robust insights from the nation's first and most advanced micromobility pilot involving bikes and scooters. Evaluation represents approximately 8% of the overall budget.

13. *Project Partners.* List any planned project partners (including sub-recipients and/or contractors), by name or by type. Describe the role of your project partners, if awarded.
    - **Downtown: on the Go!** (DOTG) **-** Program Administrator, Marketing Component Lead, Pierce County low income outreach. **DOTG will lead the collaborative statewide effort in partnership with Lime.** They will create marketing materials through a statewide program collaboration, convene program kickoff and follow-on meetings, and compile monthly reports.
    - **Transportation Choices Coalition** (TCC) - TCC will support King County low income outreach and program administration augmentation as needed. TCC is an equity leader in King County. Their input, as well as that of the Equity & New Mobility Roundtable they co-lead with King County Metro, will greatly benefit the program.
    - **Everett Station District Alliance** (ESDA) **-** Alliance of property owners, business owners and social service providers focused on the Station District. ESDA will be responsible for Snohomish County low income outreach in the vicinity of Everett Station and Everett Community College (including students).
    - **Spokane Neighborhood Action Partners** (SNAP) - Spokane County Low Income Outreach is the leading community assistance program in Spokane, serving one in ten Spokanites with low income services. Their transportation program will oversee this effort in partnership with Lime, the City and STA.
    - **Nelson\Nygaard or Movmi -** Program Evaluation. Movmi is a women-owned business enterprise focused on micromobility analysis based in Vancouver, BC. Nelson\Nygaard is a pre-eminent, nationally-recognized transportation planning firm
    - **GSBA and Rainbow Center-** LGBTQIA awareness and outreach support.
    - **Tacoma Area Commission on Disabilities and Tacoma Area Coalition for Individuals with Disabilities (TACID) -** Adaptive program development input.
    - **Transit agencies: Pierce Transit, King County Metro, Everett Transit, Spokane Transit Authority, Community Transit, Sound Transit** - co-design, public communications, and implementation partners.
    - **Cities of Tacoma, Seattle, Everett, Redmond and Spokane and King County Records and Licensing Services (White Center micromobility pilot administrator) -** Partnership co-design, public communications, and implementation..
    - **SRTC and PSRC -** Lime and our program evaluation team will proactively share evaluation outcomes with MPOs, cities, transit agencies and WSDOT.

Other Questions (No points)

14. *Scalability.* Describe how the project could proceed with more or less funding than the amount requested. How could the project scale?
    - In the event that funding is greater than or less than requested, each county's budget would be increased or decreased proportionally from the budgeted amount. If the proportional reduction resulted in less than $10,000 for incentives in any county, then that county's pilot area(s) would be eliminated and the allocated funds distributed proportionally among the remaining county's project areas.
    - In the case that Lime is not operating in a specified jurisdiction during a portion of the execution phase of this program, then the allocated funds would be reallocated proportionally among the remaining counties for trip incentives.
    - For context, please see the status of permits for all relevant jurisdictions

CITY	SCOOTERS	BIKES	NOTES
Everett	One-year operating agreement post-COVID.	None	Exclusive vendor
Bothell	Ongoing operating agreement	None	Exclusive vendor
Redmond	Operating agreement through July 25, 2020	Authorized. None operational	Exclusive vendor
Seattle	Pending scooter program	Operating on permit through 4/31/21	Exclusive vendor. Scooter permit to be determined.
White Center / North Highline	Selected for permit through 12/31/20	None	One of two vendors
Tacoma	Permitted through 5/31/20	None	Only vendor. 2020-2021 permit to be announced in May.
Spokane	Permitted through 5/13/21 Extendable to 5/13/25	Permitted through 5/13/21 Extendable to 5/13/25	Exclusive vendor
Other Jurisdictions	No other jurisdictions with scootershare authorized for any vendors in WA	No other jurisdictions with bikeshare authorized for any vendors in WA	

15. Fill in the appropriate milestone for your project (e.g., project start, various project elements, planning dates, completion date). In the last column, enter specific descriptions about the activity.

Milestone	Date	Activity
PHASE I: PREPARATION (Now until 8/1/20)		
NOTICE OF AWARD ISSUED	6/30/20	Submit outstanding letters of support. Announce kickoff meeting dates.
NOTICE TO PROCEED	7/6/20	

KICKOFF(S)	7/8/20	1. Kickoff meeting between Lime, WSDOT, and select other participants. 2. Coordination meeting with all participants (Lime, transit agencies, cities, and outreach orgs). 3. Focused coordination meetings within each county geography
MARKETING & OPERATIONAL PREP BEGINS	7/8/20	Apply information from application materials and refinements made at kickoff meetings to marketing products (Downtown: on the Go! leads) and operational actions to establish special zones (Lime). Agencies and cities prep actions with their communications teams to disseminate information to be provided. Marketing materials undergo at least one round of refinements with transit agencies and city partners
PRE-PROGRAM SURVEY	7/27/20 - 7/31/20	Program pre-survey sent to Lime users in all affected markets prior to publicity about the program. (Co-designed with program evaluation firm)
OPERATIONAL TESTING	7/27/20 - 7/31-20	Confirm promo effectiveness in all zones
MARKETING & OPERATIONAL PREP COMPLETE	7/31/20	1. Marketing materials ready for distribution and in hand of outreach organizations and transit agencies.
PHASE II: EXECUTION (8/1/20 - TBD)		
MEDIA & MARKETING BLITZ	8/1/20 - 8/15/20	Outreach events, social media, TV and print stories (local and national), all coordinated with local cities, transit agencies, and supporting community based organizations.
OUTREACH EVENTS	8/1/20 - 10/1/20	All in-person outreach will be focused on low income and historically underinvested communities, and communities of color
FIRST LOW COST TRIPS	8/3/20	Default plan: all trips that start or end in the specified locations adjacent to transit facilities qualify for discount.
FIRST WEEK PUBLIC-PRIVATE PROJECT INTERAGENCY SUCCESS TEAM TOUCH BASE	8/7/20	Participating partners review information from first week to assess usage and refine program as needed
ADAPTIVE FLEET PROGRAM LAUNCH	8/17/20*	Adaptive fleet vehicles included in the program in Puget Sound locations*
MONTHLY PUBLIC-PRIVATE PROJECT INTERAGENCY SUCCESS TEAM TOUCH BASE	9/1/20	Participating partners review information monthly, assess usage, and refine program as needed. **Repeats monthly.**
END OF PILOT	TBD	Operated until funds exhausted. Anticipated end date between December 1, 2020 and March 1, 2021. Because this is a first-of-its-kind program, there is not sufficient data off of which to estimate likely duration.
PHASE III: EVALUATION (TBD - AUG 2021)		
PROJECT PERFORMANCE MEASUREMENT PLAN DEVELOPMENT	7/27/20 - 9/11/20	Developed in collaboration with project performance evaluation firm, transit agencies, local DOTs and Lime.

PROJECT PERFORMANCE MEASUREMENT PLAN SUBMITTED	9/18/20	
SECOND RIDER SURVEY INITIATED	12/1/20	Provide results for preliminary report.
PUBLIC-PRIVATE PROJECT INTER-AGENCY SUCCESS TEAM INTERIM REVIEW	12/7/20	Review summary findings
PRELIMINARY RESULTS PUBLISHED TO WSDOT	12/15/20	Extrapolated transit trips, rider trips, rider miles, and other demographic usage information based upon pre-program survey and second rider survey taken in December.
EVALUATION REPORT PREP	3/1/21 - 6/1/21	
PUBLIC-PRIVATE PROJECT INTERAGENCY SUCCESS TEAM FINAL REVIEW AND LESSONS LEARNED	LATE WINTER	Information will be gathered by the evaluation team to include in the final report.
EVALUATION REPORT DRAFT SUBMITTED	6/1/21	
FINAL REPORT WITH IMMEDIATE REVISIONS SUBMITTED	6/30/21	
REPORT TO LEGISLATURE	AUG 2021	

Financial Information

16. Complete the following information for this project.

Project Element	**Budget**
PIERCE COUNTY RIDE INCENTIVES	$75,000
PIERCE COUNTY OUTREACH (DOWNTOWN: ON THE GO!)	$7,500
KING COUNTY RIDE INCENTIVES	$200,000
KING COUNTY OUTREACH AND PROGRAM SUPPORT (TRANSPORTATION CHOICES COALITION)	$20,000
SNOHOMISH COUNTY RIDE INCENTIVES	$40,000
SNOHOMISH COUNTY OUTREACH (EVERETT STATION DISTRICT ALLIANCE)	$2,500
SPOKANE COUNTY RIDE INCENTIVES	$75,000
SPOKANE COUNTY OUTREACH (SNAP)	$7,500
PROGRAM ADMINISTRATION (DOWNTOWN: ON THE GO!)	$30,000
PROGRAM EVALUATION REPORT (NELSON\NYGAARD)	$40,000
HELMETS	$2,500
TOTAL PROJECTED COST	**$500,000**
Source of Local Match:	

IN KIND: ENGINEERING RESOURCES FROM LIME TO ESTABLISH ZONES	
IN KIND: OPERATIONS TEAM SUPPORT FROM LIME (FLEET REALLOCATION)	
LOCAL MATCH TOTAL	Not required
LOCAL MATCH PERCENT	N/A
GRANT REQUEST AMOUNT	**$500,000**

Application Authority

17. This application must be certified by someone authorized or delegated to sign contracts on behalf of your organization, such as General Manager or CEO. Applications submitted without the checkbox selected will be rejected by WSDOT and will not be considered for grant funding.

    ☒ I certify, to the best of my knowledge, that the information in this application is true and accurate.

Name	Title	Date
JESSIE LUCCI	REGIONAL GENERAL MANAGER	MAY 21, 2020

King County Connections

Connecting low income areas to frequent transit and West Seattle Bridge emergency mitigation

King County / Lime: Mobility Grant Project Areas

NORTHGATE

REDMOND

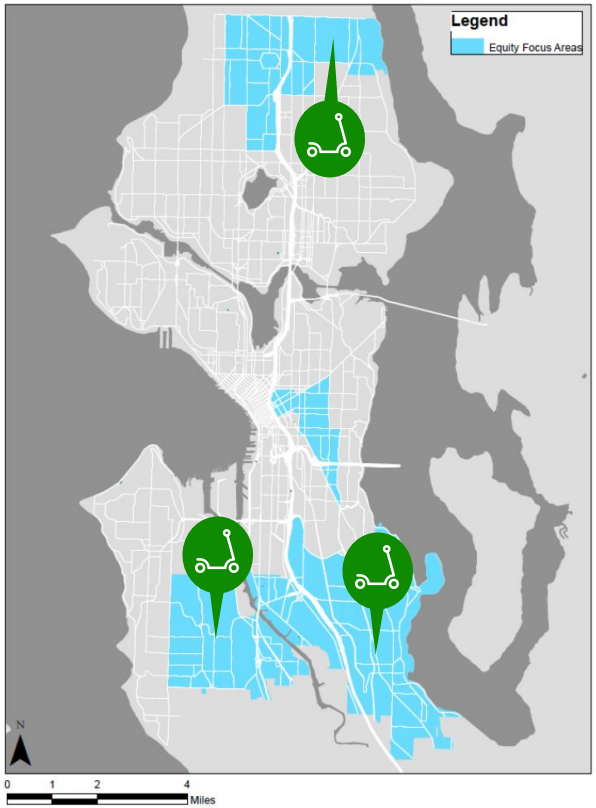
WEST SEATTLE BRIDGE MITIGATION

RAINIER VALLEY

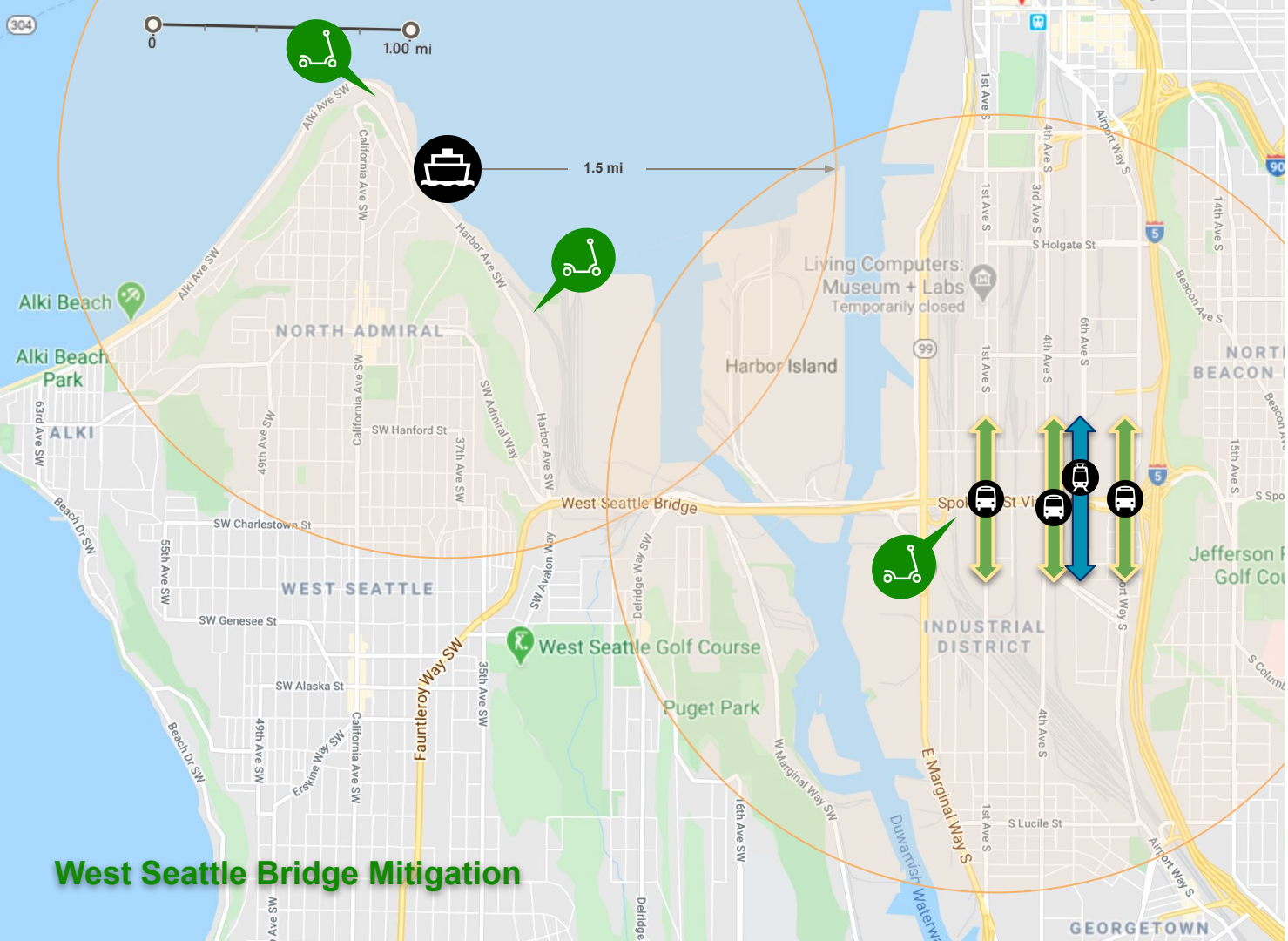
WHITE CENTER

Shoreline
Kenmore
Bothell
Woodinville
Cottage Lake
LAKE CITY
NORTHGATE
KINGSGATE
TOTEM LAKE
BALLARD
Kirkland
FREMONT
Hunts Point
OVERLAKE
Clyde Hill
Medina
CAPITOL HILL
Seattle
Bellevue
WEST BELLEVUE
Lake Sammamish
Mercer Island
FACTORIA
GEORGETOWN
Newcastle
Cougar Mountain Regional Wildland Park
Coalfield
Bryn Mawr-Skyway
East Renton Highlands
Renton
Tukwila
Issaq

Map of Designated Seattle Equity Areas



MAJOR PROGRAM AREAS (BIKES & SCOOTERS)



West Seattle Bridge Mitigation

E-BIKE AND SCOOTER 1.5 MILE MICROMOBILITY-AIDED "WALKSHED"

MAJOR BIKE & SCOOTER HUB

METRO CORRIDOR (SODO)

SOUND TRANSIT LINK CORRIDOR (SODO)

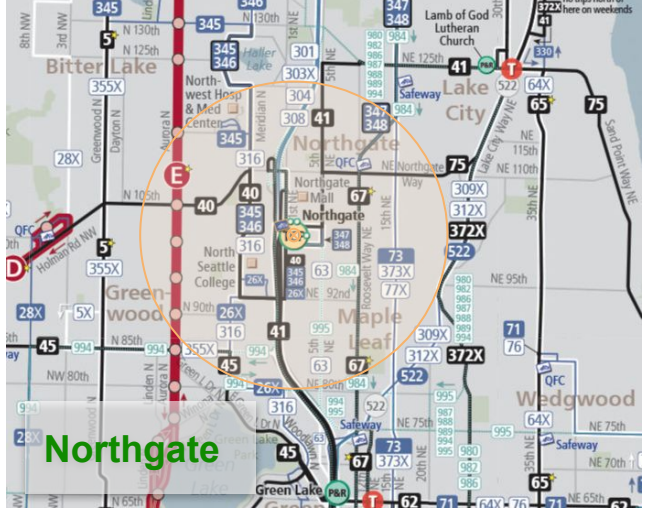
KING COUNTY WATER TAXI DOCK AND BIKE / SCOOTER HUB

Bridge mitigation efforts will include broad distribution of bikes and scooters throughout West Seattle. In addition, major scooter/bike hubs will be positioned near:

- Park & rides serving the King County Water Taxi (augmenting shuttle service)
- Seacrest Park / Water Taxi Dock
- North/South SODO transit service corridors
- King County's Spokane St & Airport Way Park & Ride Facility

In close collaboration with SDOT and King County Metro, additional bike/scooter locations may be added based upon observed behavior patterns

Incentives will be applied to trips that start or end at a transit-adjacent bike/scooter hub.



INCENTIVE TRIPS START/END LOCATION

E-BIKE AND SCOOTER 1 MILE MICROMOBILITY-AIDED "WALKSHED"

INCENTIVE TRANSIT HUBS

West Seattle

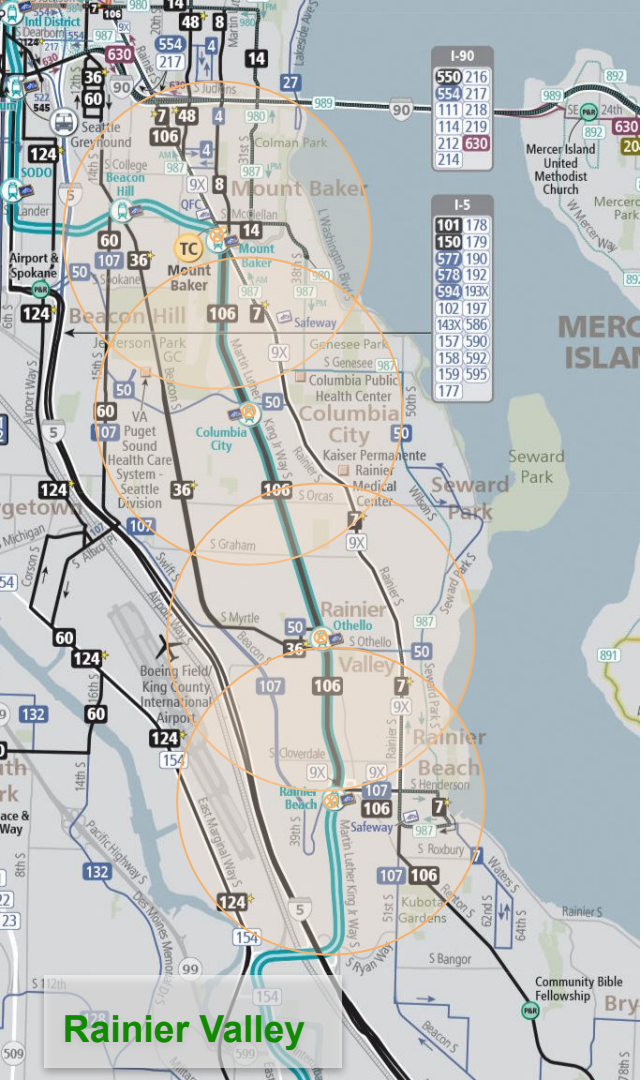
- Westwood Village
- Alaska Junction
- Seacrest Dock
- Morgan Junction
- SW Roxbury St & 8th Ave SW in White Center
- Delridge Way SW & S Orchard St

Northgate

- Northgate Transit Center

Redmond

- Redmond Transit Center
- Bear Creek Park & Ride



INCENTIVE TRIPS START/END LOCATION

E-BIKE AND SCOOTER 1 MILE MICROMOBILITY-AIDED "WALKSHED"

INCENTIVE TRANSIT HUBS

Rainier Valley - Link Stations

- Mt. Baker
- Columbia City
- Othello
- Rainier Beach

Rainier Valley - Route 7

- Stations TBD

King County: King County project focus will be on transit equity, relieving P&R demand, and mitigating effects of the West Seattle Bridge Closure (see map)

- **White Center:** Connections to frequent transit within 1 ½ miles of transit facilities in low income communities to increase effective "walkshed."
- **Redmond:** Connections to frequent transit at Redmond Transit Center and Bear Creek Park & Ride to mitigate capacity issues, reduce congestion and increase walkshed.
- **Northgate:** Connections to frequent transit at Northgate Park & Ride to mitigate capacity issues, reduce congestion and increase walkshed.
- **Rainier Valley:** The Rainier Valley has high quality, frequent transit with Link Light Rail and the future RapidRide R (Route 7). However, due to geography, many residences are significantly outside the walkshed for these frequent services. Subsidized connections to select frequent stops will significantly improve travel times for this historically underinvested community.

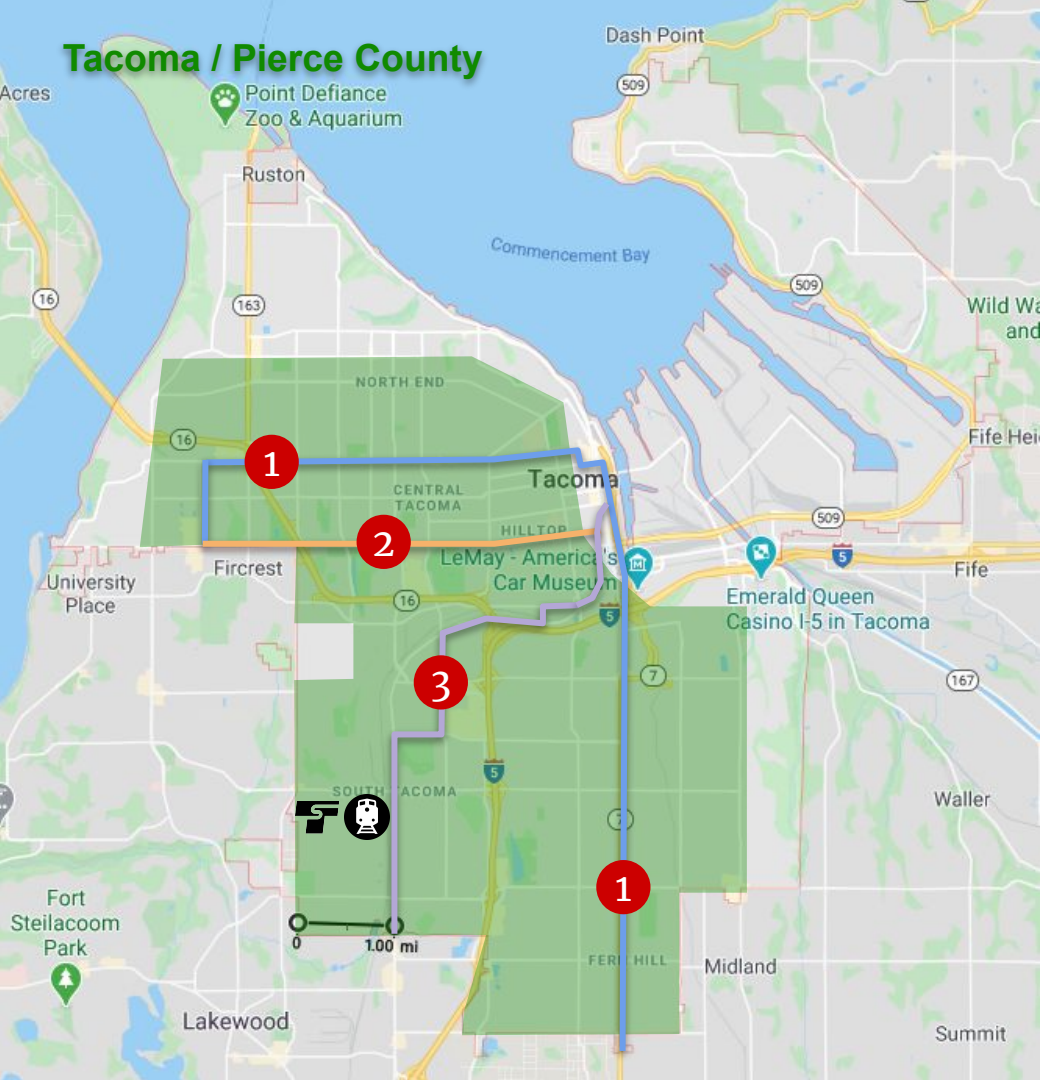
West Seattle Bridge Closure Mitigation:

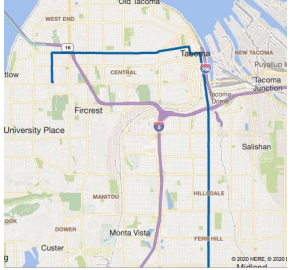
- Intensified e-bike deployment zones to support access to the King County Water Taxi within a 2 mile radius to supplement routes 773 and 775, provide additional mobility capacity, reduce car congestion and reduce travel times.
- E-bike and Scooter deployment zones within 3/4 mile of each side of Spokane St "Low Bridge" to allow users to bypass bridge choke points and connect to mobility options beyond the bridge.

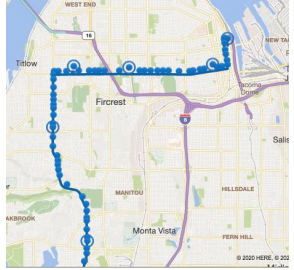
Seattle SOUNDTRANSIT King County METRO TransportationChoices

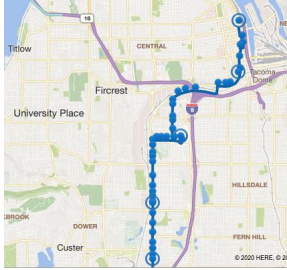
Pierce County Connections

Connecting a majority of the city to high-frequency transit with focused impact on low income areas









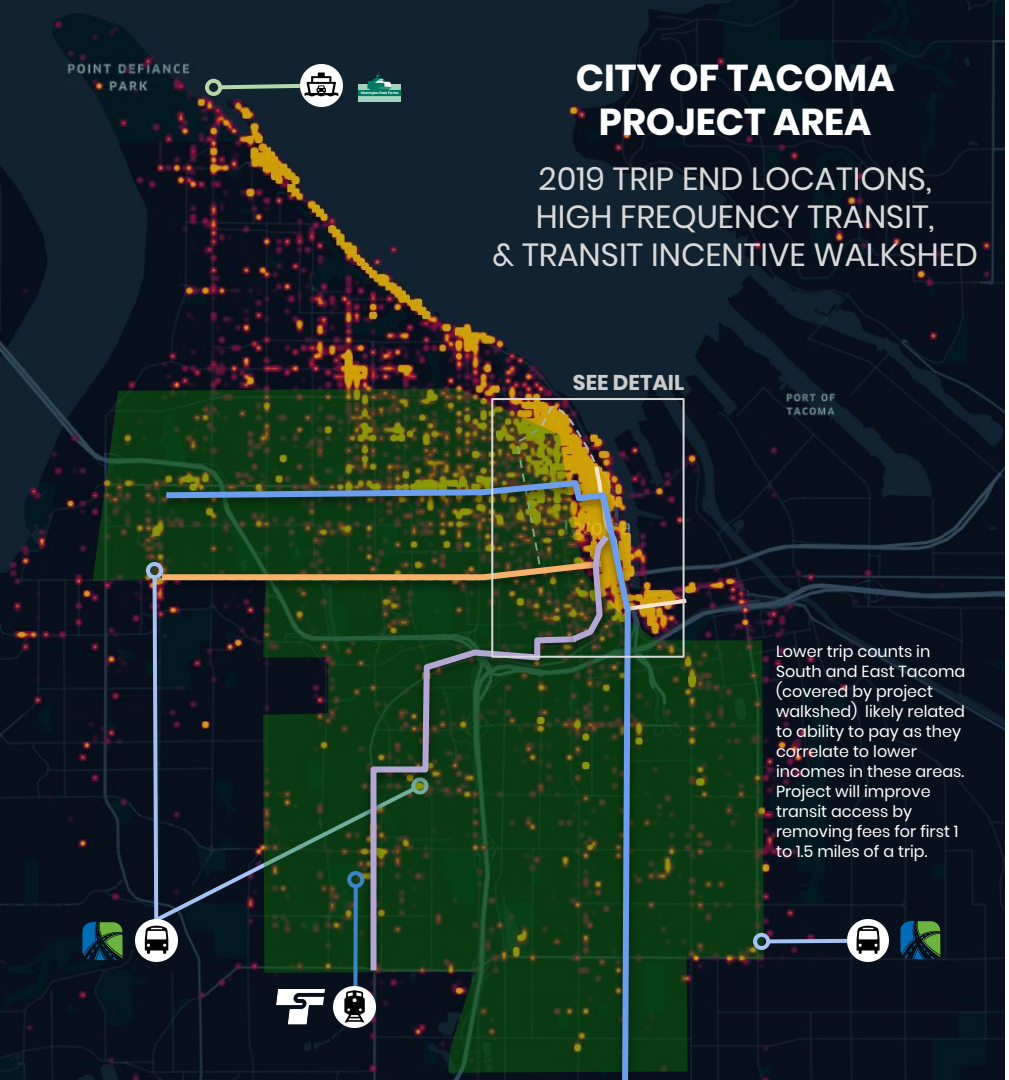
ROUTE 1 **ROUTE 2** **ROUTE 3**

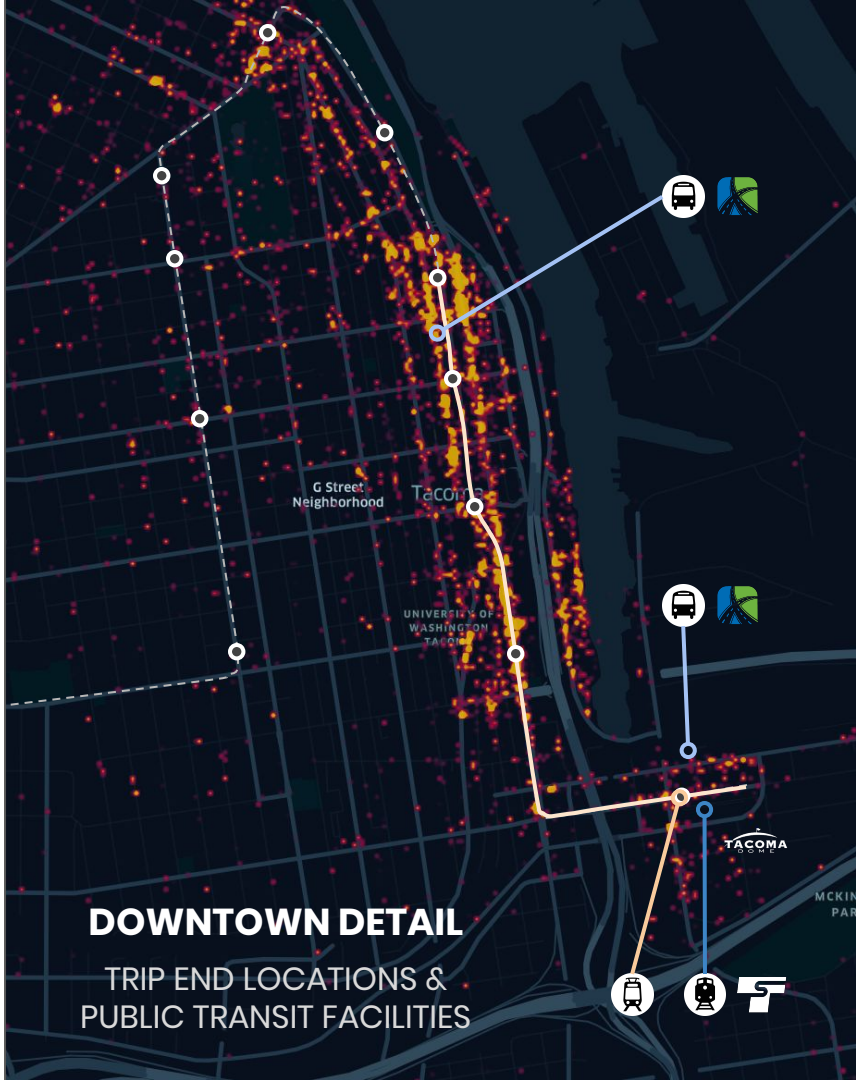
ENHANCED MICROMOBILITY "WALK"SHED (1 - 1.5 MILES)

Pierce County efforts will focus on transit equity and increasing connections to essential, high frequent transit. These efforts will focus on expanding the walkshed of Pierce Transit's historic high-frequency routes (1, 2 and 3) with a focus on low-income and historically-underinvested communities particularly in Tacoma's South and East and as well as the Lincoln International District. The net effect is that residents in over 75% of Tacoma's land area are within a 10-minute "walkshed" of frequent transit

1. **Route 1:** Low-cost connections to Route 1 within a 1 ½ mile walkshed along the Pacific Avenue, 6th Ave and S. Mildred St corridors, excluding the downtown sections of the route between S 34th St and I St. This expanded walkshed makes high-frequency Route 1 (and future BRT line) a viable transit solution for users spanning:
    a. from I-5 to Tacoma's eastern city limits along the Pacific Avenue Section from Fern Hill to the Lincoln International District
    b. from S 19th St to N 26st St along the 6th Avenue section of the route
    c. within a 1 ½ mile walkshed of the Tacoma Community College Transit Center
2. **Route 2:** Low-cost connections to Route 2 within a 1 ½ mile walkshed the S 19th St section of the route from St. Joseph's Hospital to S. Jackson St. This expanded walkshed makes high-frequency Route 2 a viable transit solution for users spanning from 6th Ave to Center St and within a 1 ½ mile walkshed of the Tacoma Community College Transit Center.
3. **Route 3:** Low-cost connections to Route 3 within a 1 ½ mile walkshed the South Tacoma Way section of the route. This expanded walkshed makes high-frequency Route 3 a viable transit solution for users spanning from I-5 to S Orchard St between S. 38th St and
4. **Sounder Commuter Rail:** Connections to Sounder commuter rail specifically at South Tacoma Station (an underutilized station with limited Park & Ride capacity), enabling an increased viable walkshed ranging from Tacoma Mall in the North to Tacoma city limits in the South and Alabama St to the West and I-5 to the East.

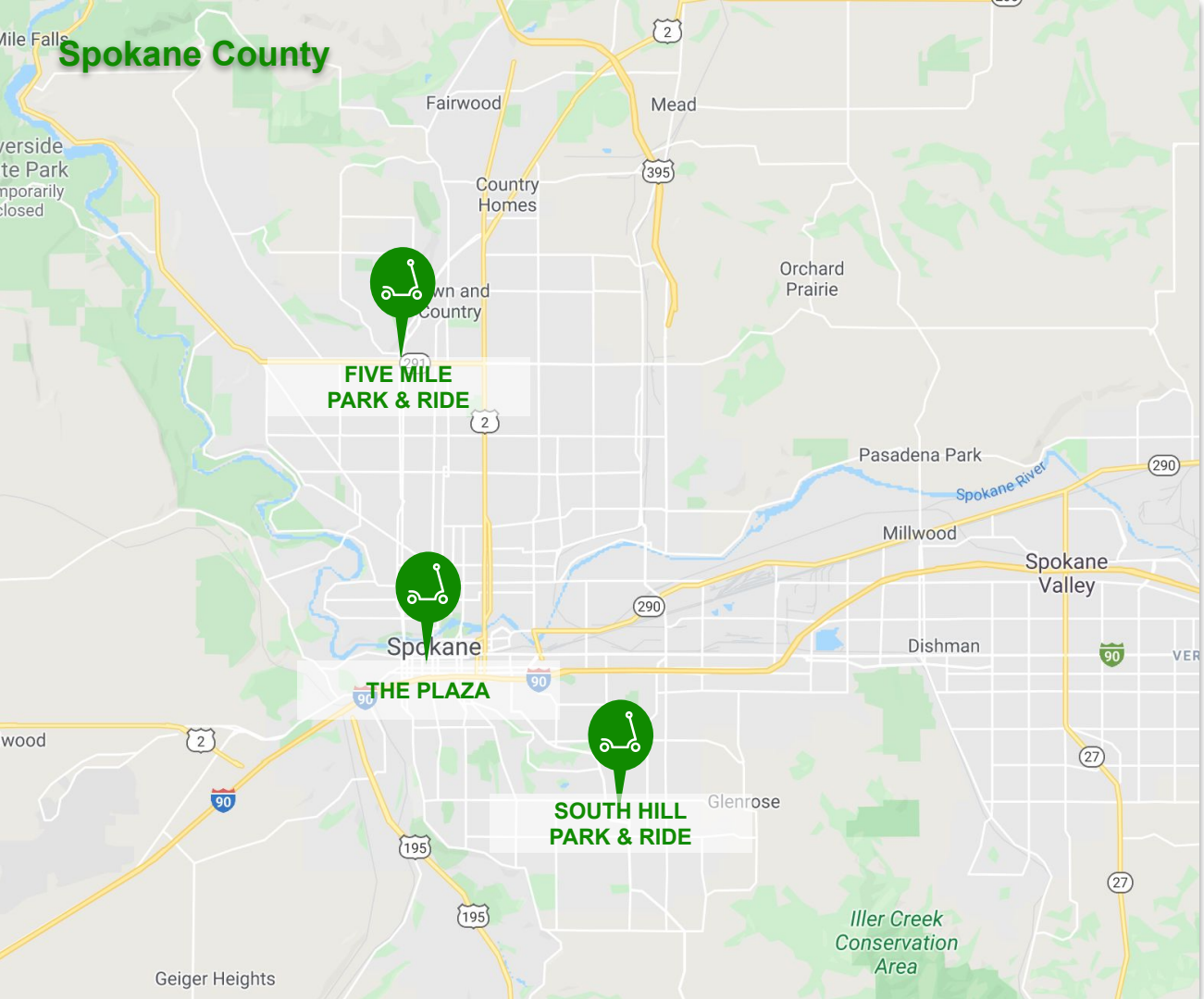
SOUNDTRANSIT PierceTransit


POINT DEFIANCE PARK
CITY OF TACOMA PROJECT AREA
2019 TRIP END LOCATIONS, HIGH FREQUENCY TRANSIT, & TRANSIT INCENTIVE WALKSHED
SEE DETAIL
PORT OF TACOMA
Lower trip counts in South and East Tacoma (covered by project walkshed) likely related to ability to pay as they correlate to lower incomes in these areas. Project will improve transit access by removing fees for first 1 to 1.5 miles of a trip.


G Street Neighborhood
Tacoma
UNIVERSITY OF WASHINGTON TACOMA
TACOMA DOME
DOWNTOWN DETAIL
TRIP END LOCATIONS & PUBLIC TRANSIT FACILITIES

Spokane County Connections

Car-free connections to Park & Rides and increased access to The Plaza downtown transit center with focused low-income outreach



MAJOR PROGRAM AREAS

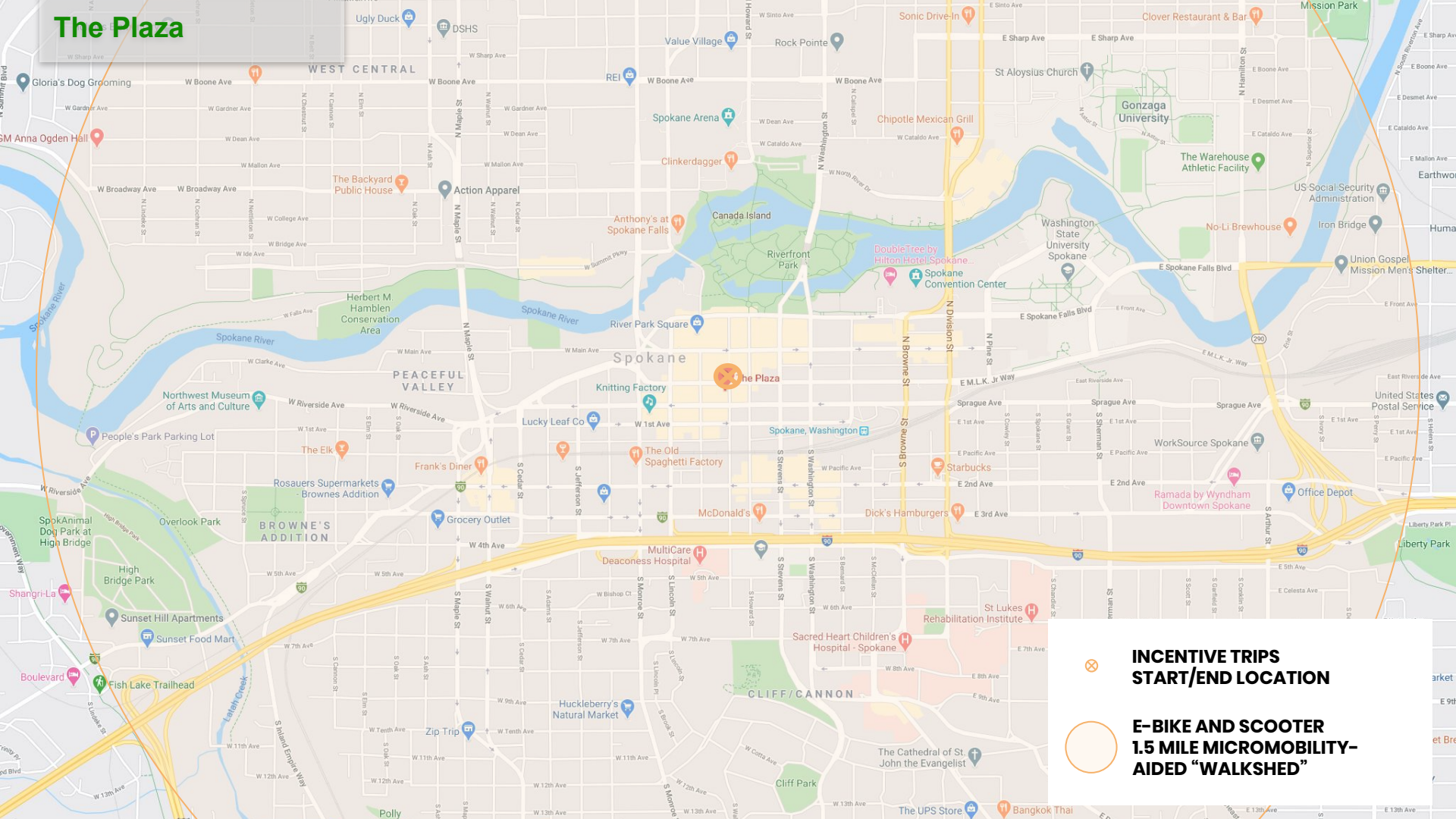
First/last mile connections to Five Mile & South Hills Park & Rides and The Plaza, STA's downtown transit center. Lime and STA already have an agreement to pilot scooters and e-bikes as a capacity relief measure at two Park & Rides and at The Plaza. This grant will make those investments accessible and affordable to a broader base of users outside the natural walkshed of these locations. Furthermore, STA's downtown service lacks a gridded network of connections to The Plaza. In response, scooters and e-bikes make the Plaza easily accessible to a broad base of users to achieve our purpose of growing transit ridership and equitable access to low income areas and areas outside the natural walkshed of these locations.

Spokane Transit

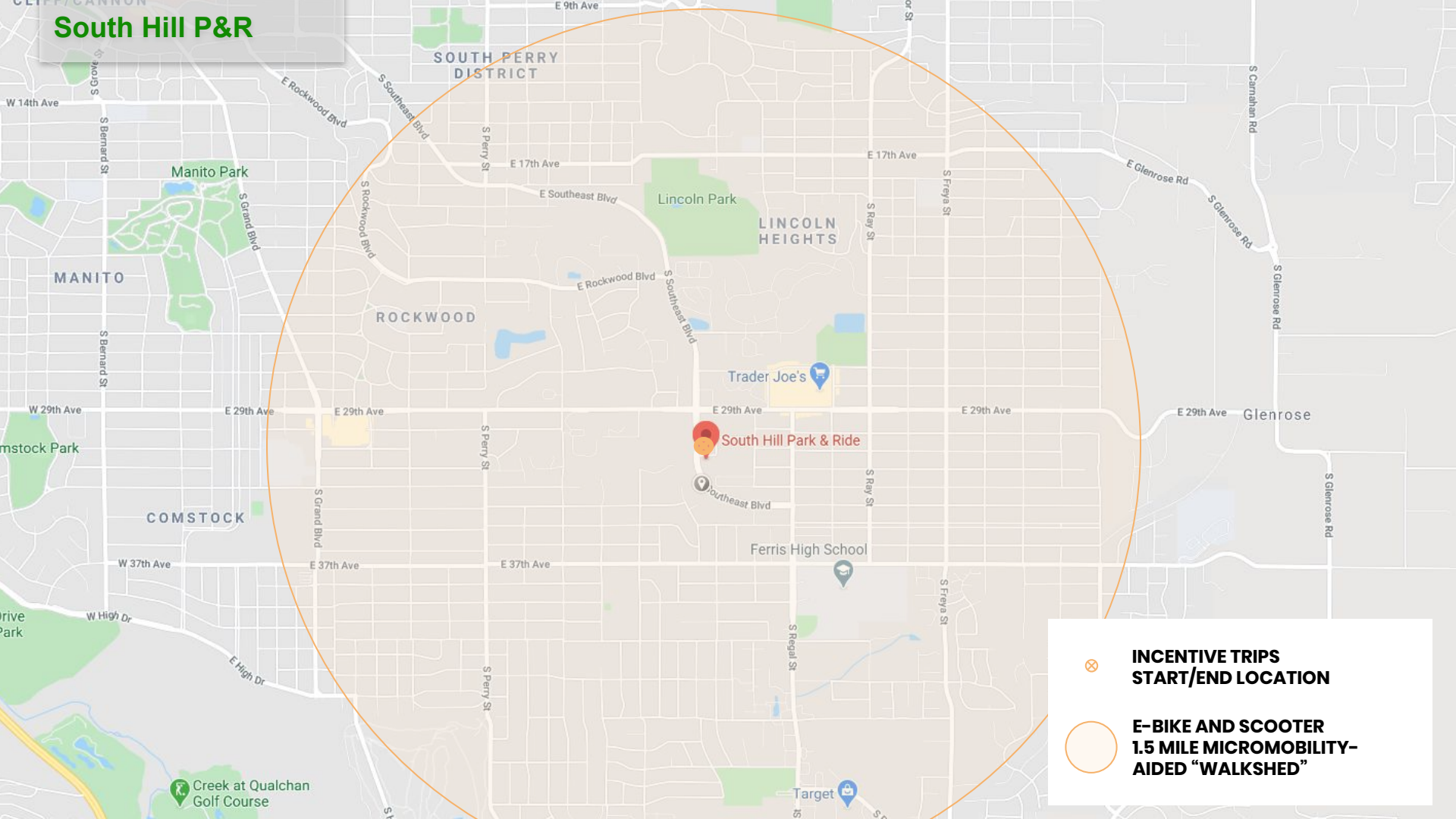
CITY OF SPOKANE

SNAP

The Plaza


INCENTIVE TRIPS
START/END LOCATION
E-BIKE AND SCOOTER
1.5 MILE MICROMOBILITY-
AIDED “WALKSHED”

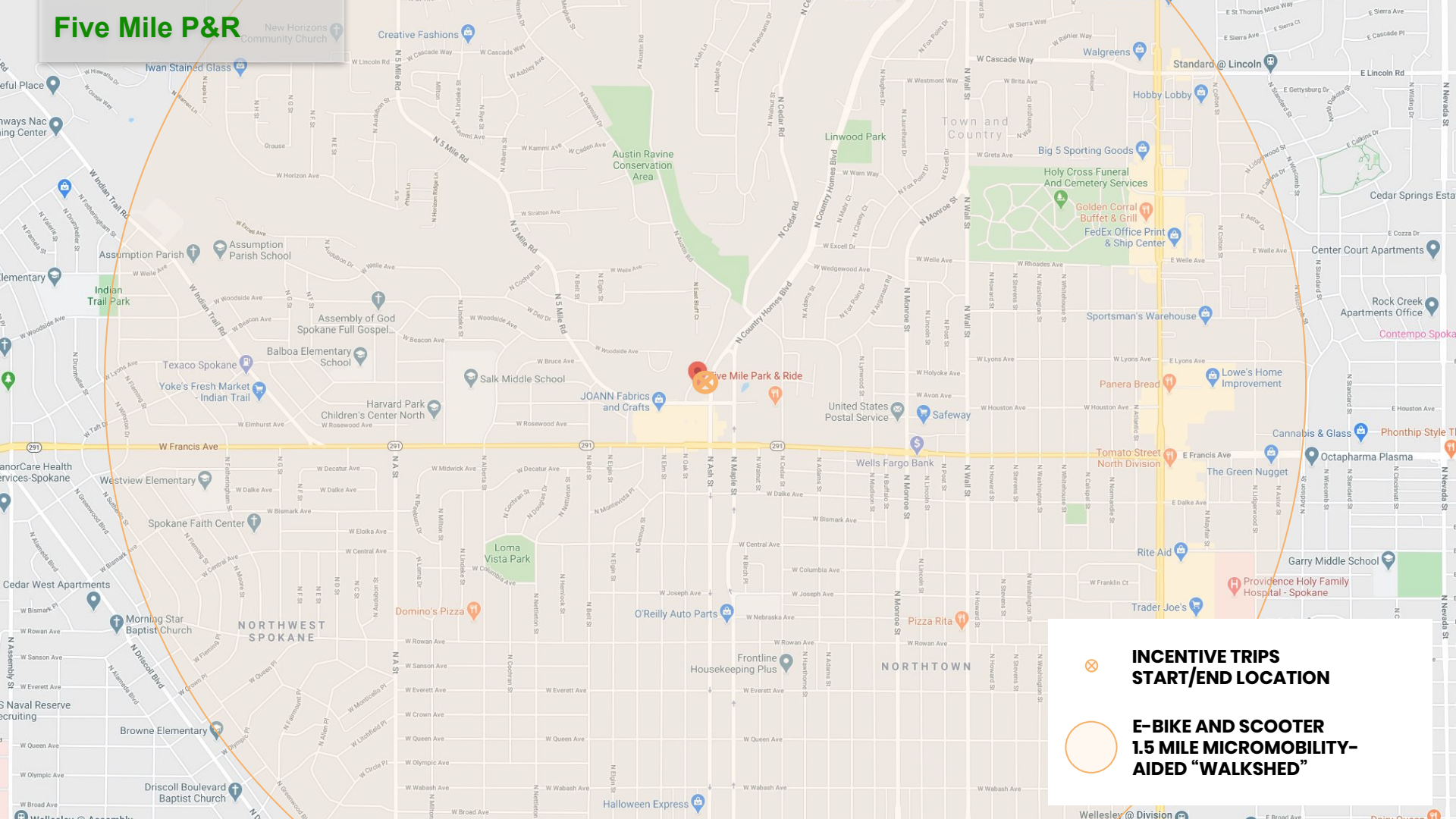
South Hill P&R



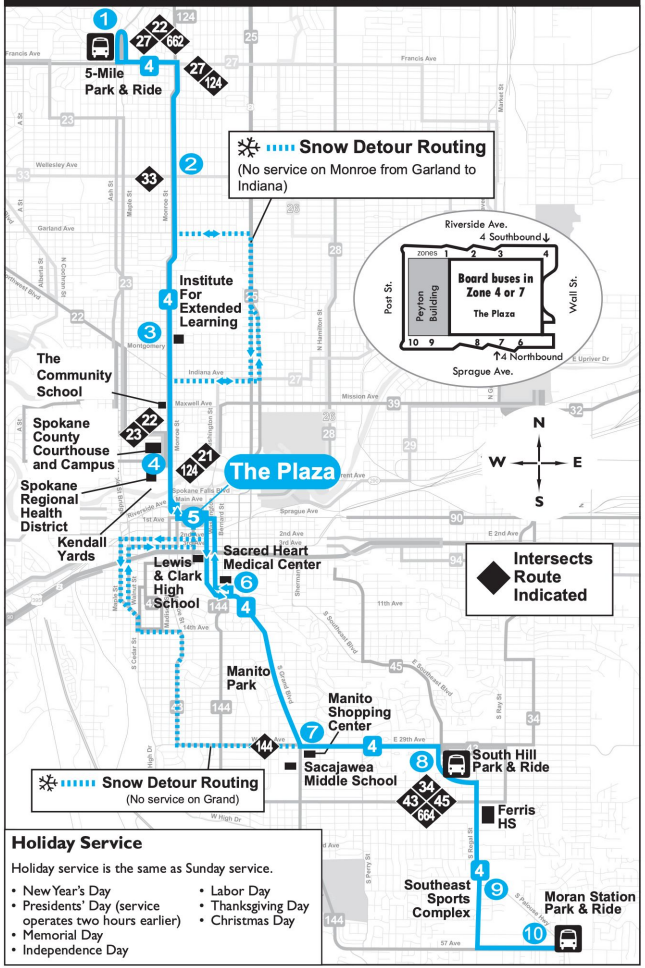
INCENTIVE TRIPS START/END LOCATION

E-BIKE AND SCOOTER 1.5 MILE MICROMOBILITY-AIDED "WALKSHED"

Five Mile P&R


Five Mile Park & Ride
INCENTIVE TRIPS START/END LOCATION
E-BIKE AND SCOOTER 1.5 MILE MICROMOBILITY-AIDED "WALKSHED"
NORTHWEST SPOKANE
NORTHTOWN
Town and Country
Linwood Park
Austin Ravine Conservation Area
Loma Vista Park
Indian Trail Park
W Francis Ave
N Country Homes Blvd
N Cedar Rd
N 5 Mile Rd
N Monroe St
N Wall St
N Ash St
N Maple St
N Division St
N Driscoll Blvd
Creative Fashions
New Horizons Community Church
Iwan Stained Glass
Walgreens
Standard @ Lincoln
Hobby Lobby
Big 5 Sporting Goods
Holy Cross Funeral And Cemetery Services
Golden Corral Buffet & Grill
FedEx Office Print & Ship Center
Assumption Parish
Assumption Parish School
Assembly of God Spokane Full Gospel...
Balboa Elementary School
Texaco Spokane
Yoke's Fresh Market - Indian Trail
Salk Middle School
Harvard Park Children's Center North
JOANN Fabrics and Crafts
United States Postal Service
Safeway
Wells Fargo Bank
Sportsman's Warehouse
Panera Bread
Lowe's Home Improvement
Tomato Street North Division
The Green Nugget
Cannabis & Glass
Octapharma Plasma
Center Court Apartments
Rock Creek Apartments Office
Cedar Springs Estates
Westview Elementary
Spokane Faith Center
Cedar West Apartments
Morning Star Baptist Church
Browne Elementary
Driscoll Boulevard Baptist Church
Domino's Pizza
O'Reilly Auto Parts
Frontline Housekeeping Plus
Pizza Rita
Rite Aid
Trader Joe's
Providence Holy Family Hospital - Spokane
Garry Middle School
Halloween Express

4 5-Mile Park & Ride to Moran Station

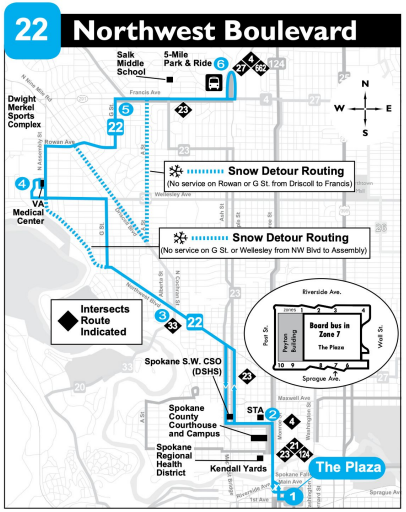


Holiday Service

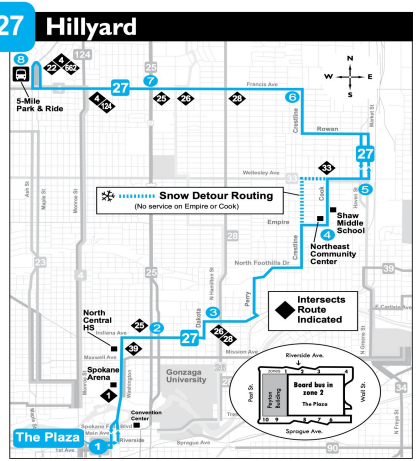
Holiday service is the same as Sunday service.

- New Year's Day
- Presidents' Day (service operates two hours earlier)
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day

22 Northwest Boulevard

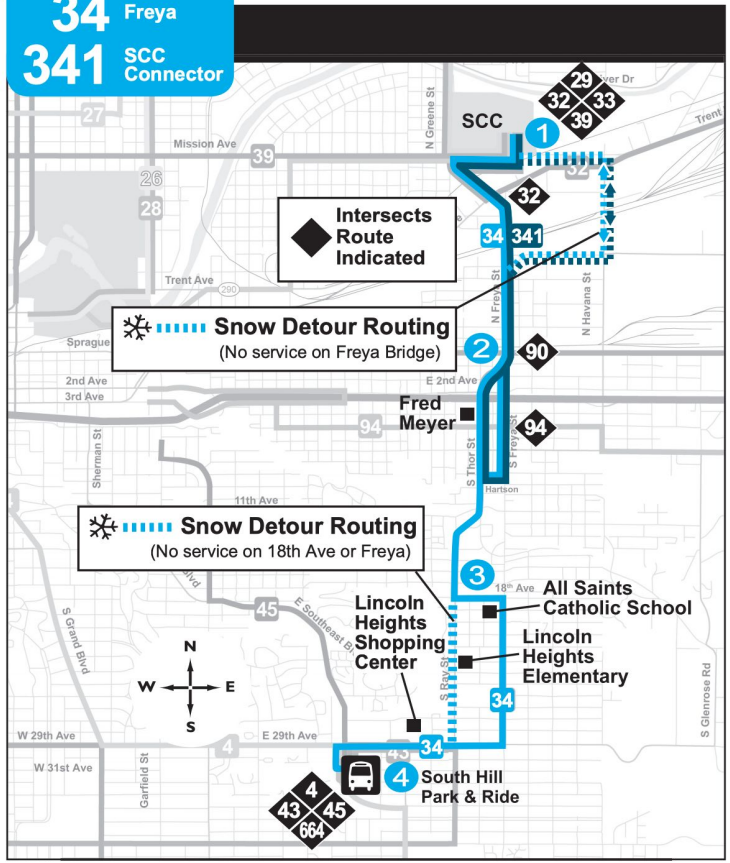


27 Hillyard



Pre-planned Snow Detours: Many bus routes have segments that become blocked during snow/ice storms. Hills and narrow streets are the most common problem areas. Pre-planned detours (such as the one shown on this map) have been created so customers can plan accordingly. **Detours will only be in effect as needed and for the minimum time possible.** The STA website will always have the most up-to-date information on snow detours. You can also sign up for detour notices via email or text messaging at www.spokanetransit.com.

34 Freya
341 SCC Connector



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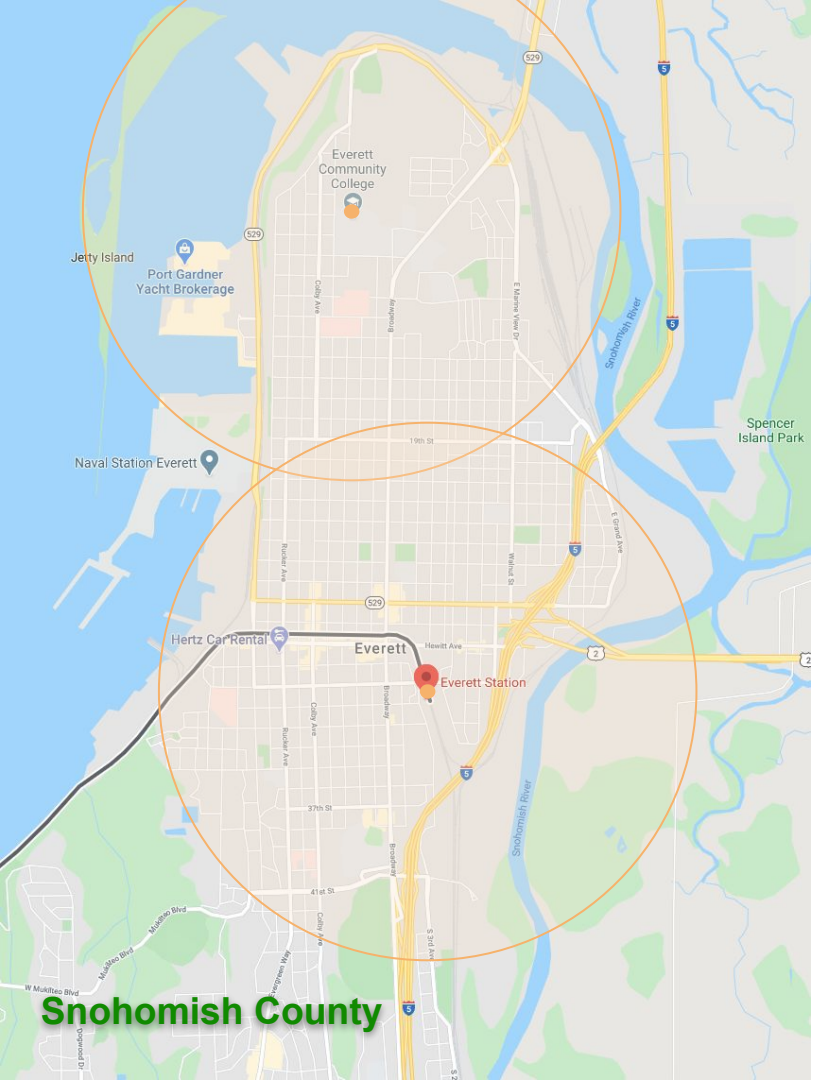
Snohomish County Connections

Increased access to high frequency transit at Everett Station and Everett Community College with focused low-income outreach



INCENTIVE TRIPS START/END LOCATION

E-BIKE AND SCOOTER 1 MILE MICROMOBILITY-AIDED "WALKSHED"

Everett Station & Everett Community College

Scooter trips that end within Everett Station and Everett Community College will qualify for an incentive, increasing the viable "walkshed" to Everett's largest transportation hubs, supporting low income students and essential workforce accessing the regional transportation system.

This effort provides first/last mile connectivity to almost the entirety of Everett's central core.

EVERETT WASHINGTON

EVERETT TRANSIT

SOUNDTRANSIT

Everett Station DISTRICT ALLIANCE

APPENDIX B: INCENTIVE OPTIONS

COUNTY	SNOHOMISH	PIERCE	SPOKANE			KING
SHARE OF AWARD	**$50,000**	**$100,000**	**$100,000**	**$150,000**	**$200,000**	**$250,000**
SUBSIDIZED RIDES	$38,000	$75,000	$75,000	$125,000	$170,000	$200,000
OUTREACH & ADMIN	$12,000	$25,000	$25,000	$25,000	$30,000	$50,000
INCENTIVE LEVEL	**NUMBER OF TRIPS PER YEAR**					
$1.00	38,000	75,000	75,000	125,000	170,000	200,000
$1.50	25,333	50,000	50,000	83,333	113,333	133,333
$2.00	19,000	37,500	37,500	62,500	85,000	100,000
$2.50	15,200	30,000	30,000	50,000	68,000	80,000
$3.00	12,667	25,000	25,000	41,667	56,667	66,667
$3.50	10,857	21,429	21,429	35,714	48,571	57,143
INCENTIVE LEVEL	**NUMBER OF TRIPS PER DAY (305 DAYS)**					
$1.00	125	246	246	410	557	656
$1.50	83	164	164	273	372	437
$2.00	62	123	123	205	279	328
$2.50	50	98	98	164	223	262
$3.00	42	82	82	137	186	219
$3.50	36	70	70	117	159	187
INCENTIVE LEVEL	**NUMBER OF ROUND TRIPS PER DAY (305 DAYS)**					
$1.00	62	123	123	205	279	328
$1.50	42	82	82	137	186	219
$2.00	31	61	61	102	139	164
$2.50	25	49	49	82	111	131
$3.00	21	41	41	68	93	109
$3.50	18	35	35	59	80	94
INCENTIVE LEVEL	**AVERAGE USEI**	**AVERAGE USEI**	**AVERAGE USER COST ON 1/2 MILE TRIP**			
$1.00	$0.98	$0.98	$0.98	$0.98	$0.98	$0.98
$1.50	$0.48	$0.48	$0.48	$0.48	$0.48	$0.48
$2.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$2.50	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$3.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$3.50	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
INCENTIVE LEVEL	**AVERAGE USEI**	**AVERAGE USEI**	**AVERAGE USER COST ON 1 MILE TRIP**			
$1.00	$1.96	$1.96	$1.96	$1.96	$1.96	$1.96
$1.50	$1.46	$1.46	$1.46	$1.46	$1.46	$1.46
$2.00	$0.96	$0.96	$0.96	$0.96	$0.96	$0.96
$2.50	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46
$3.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
$3.50	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
INCENTIVE LEVEL	**AVERAGE USEI**	**AVERAGE USEI**	**AVERAGE USER COST ON 1.5 MILE TRIP**			
$1.00	$2.95	$2.95	$2.95	$2.95	$2.95	$2.95
$1.50	$2.45	$2.45	$2.45	$2.45	$2.45	$2.45
$2.00	$1.95	$1.95	$1.95	$1.95	$1.95	$1.95
$2.50	$1.45	$1.45	$1.45	$1.45	$1.45	$1.45
$3.00	$0.95	$0.95	$0.95	$0.95	$0.95	$0.95
$3.50	$0.45	$0.45	$0.45	$0.45	$0.45	$0.45
INCENTIVE LEVEL	**AVERAGE USEI**	**AVERAGE USEI**	**AVERAGE USER COST ON 2 MILE TRIP**			
$1.00	$3.93	$3.93	$3.93	$3.93	$3.93	$3.93
$1.50	$3.43	$3.43	$3.43	$3.43	$3.43	$3.43
$2.00	$2.93	$2.93	$2.93	$2.93	$2.93	$2.93
$2.50	$2.43	$2.43	$2.43	$2.43	$2.43	$2.43
$3.00	$1.93	$1.93	$1.93	$1.93	$1.93	$1.93
$3.50	$1.43	$1.43	$1.43	$1.43	$1.43	$1.43

Lime

WSDOT First Mile/Last Mile Notice of Funding Opportunity Proposal

Submitted by
Nelson\Nygaard Consulting Associates, Inc.
811 1st Avenue, Suite 610, Seattle, WA 98104
206-357-7521

CONTACT: Evan Costagliola TITLE: Principal
EMAIL ecostagliola@nelsonnygaard.com

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposed scope of work and budget for Lime's application for the WSDOT First Mile/Last Mile Notice of Funding Opportunity. We are excited about the possibility of working with Lime and its city and public transit partners to advance micromobility access to public transit in the Seattle, Tacoma, Everett and Spokane project areas. We have considered the needs of the grant application and have assembled an approach and staffing team that combines national expertise in transit access planning and micromobility performance monitoring with local knowledge in all three project areas to understand how to tailor and message around transit. Our team is highlighted by:

Evan Costagliola, Principal

Evan has over thirteen years of experience in multimodal transportation policy, planning, and concept design, and he is considered a national thought leader in emerging transportation technology policy, regulation, and pilot delivery. Evan is also experienced in transit-orientation community strategies, transit access, demand management strategies, and complete streets design and policy development. As co-leader of the firm's Emerging Mobility practice, he is adept at developing and delivering on mobility strategy and offers expertise in transportation technology strategy, shared mobility and mobility hub programming, and pilot delivery. Evan has recent relevant experience evaluating micromobility programs with Seattle DOT, Los Angeles DOT (the largest micromobility system in North America), and Santa Monica. Evan also has worked with provider data through the Mobility Data Specification data feed.

Tracy McMillan, Senior Researcher

Tracy has over 15 years of experience in evaluation, active transportation, travel behavior, and transportation safety. She has worked extensively on development and implementation of quantitative and qualitative data tools to assess transportation and health impacts, and contributed to foundational work on objective measurement of the built environment for active transportation. Her work at Nelson\Nygaard crosses multiple sectors, including emerging mobility, active transportation and safety, and transportation demand management. Prior to joining Nelson\Nygaard, Tracy led project development on older adult transportation mobility and safety, and on the public health impacts of emerging technologies on individuals and communities at UC Berkeley Safe Transportation Research and Education Center (SafeTREC). She is a member of the Transportation Research Board and the American Planning Association.

Ulises Hernandez-Jimenez, Associate

Ulises is an economist and planner with more than five years of experience working in the fields of sustainable transportation and environmental economics. In addition to a data-driven approach, Ulises brings a passion for using microeconomics as a framework to understand people's motives and limitations, and how different interventions affect their choices regarding travel cities. His work focuses on performing data analysis to identify existing conditions and

trends in current system's operations, improve transit corridors reliability, and restructure transit routes more efficiently. He also conducts GIS and other statistical analysis to identify opportunities and constraints for accessibility improvements near transit stations or transit corridors.

Our team has relevant experience evaluating and monitoring micromobility and other first- and last-mile programs in Seattle, Los Angeles, Santa Monica, and more. We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this project.

Scope of Work

Task 1. Survey Development and Analysis

Nelson\Nygaard will support Lime in the development of a survey instrument to collect vital information related to demographics, before and after travel behavior, trip purpose, travel experience, incentive impact, and attitudes related to micromobility, public transit, and the integration of these two service types. Working with Lime, we will develop messaging around the survey's purpose and value to the customer.

Deliverable Support the development of a Draft and Final survey instrument (delivered in the Lime app)

Task 2. Ongoing Performance Monitoring

Nelson\Nygaard will develop a performance measurement and monitoring framework for the project, measuring project performance through a variety of data sources (including trip data, survey, and transit boarding and alighting data systemwide and at key first- and last-mile connection points). Nelson\Nygaard will track the following performance metrics on a monthly or quarterly basis (where possible):

- Change in transit ridership (in-app survey data)
- Number of first mile trips per month by day, time of day, city geography, and level of bike infrastructure (aggregate bike network density score for sub-geographies)
- Number of last mile trips per month by day, time of day, city sub-geography, and level of bike infrastructure (aggregate bike network density score for sub-geographies)
- Number of first mile trips per month by transit service accessed
- Number of last mile trips per month by transit service accessed
- Number of first mile trips per month by trip distance
- Number of last mile trips per month by trip distance
- Number of first mile trips on poor weather days by trip distance
- Number of last mile trips on poor weather days by trip distance
- Total and average per trip greenhouse gas emission reduction

Metrics will be reported monthly or quarterly in a graphic, dashboard-style format which can be easily digested by a variety of audiences.

Deliverable Draft and Final Performance Metric and Monitoring Plan
Monthly or quarterly performance summaries

Task 3. Evaluation Summary Report

Nelson\Nygaard will compile all findings from the survey analysis and ongoing performance monitoring data to demonstrate the full picture of how people use micromobility to access public transit. This includes a summary of performance on the key metrics and other critical first- and last-mile insights. We will develop informative maps for each of the four geographies to show the relationship between trip origin and destination, transit services accessed, and trip distances. The evaluation report will be organized by findings across all four geographies and city-specific insights.

Deliverable Draft and Final Evaluation Summary Report

Proposed Fee

The proposed fee for the above scope of work is $39,730. Our proposed fee by task is listed in the table below.

		Nelson\Nygaard Labor Costs				
		Evan Costagliola	Tracy McMillan	Ulises Hernandez-Jimenez		
		Principal 3	Senior Associate 2	Associate 1	NN Labor	
	Total Billing Rate	$215.00	$170.00	$105.00	Hours	Cost
Task	Description					
1	Survey Development and Analysis	6	8		14	$2,650
2	Ongoing Performance Monitoring	20	24	120	164	$20,980
3	Evaluation Summary Report	20	20	80	120	$16,100
	TOTAL HOURS	46	52	200	298	
	TOTAL LABOR COST	$9,890	$8,840	$21,000		$39,730

Firm Profile

Nelson\Nygaard Consulting Associates

We Put People First

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with over 130 people in offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Nelson\Nygaard specializes in:	
	**Transit** Designing and developing great transit services for people
	**Streets and Cities** Balancing the mobility needs of everyone to create thriving places
	**Emerging Mobility** Collaborating on solutions for people in a new era of mobility
	**Parking and Demand Management** Creating livable places with better management of parking supply and demand
	**Active Transportation and Safety** Making places better for people to walk, bike, and gather

APPENDIX D: INITIAL LETTERS OF SUPPORT

King County
METRO
Moving forward together

Metro Transit Department
Mobility Division
Market Innovation Section
201 S. Jackson Street
KSC-TR-0411
Seattle, WA 98104-3856

May 15, 2020

Secretary Roger Millar
Washington State Department of Transportation
310 Maple Park Avenue SE
Olympia, WA 98504

Dear Secretary Millar:

On behalf of King County Metro, I am writing in support of Lime's application for WSDOT's 2020 First Mile/Last Mile Connections Grant. As a project partner, we support this application, which will test various forms of micromobility as a first/last mile connection option to public transit.

The program will test ride responsiveness to favorable pricing, as well as the equitable impacts of such investments. As the first robust test of this concept in the nation, spanning many use cases across the state, the program will inform transit agencies about the value of future mobility hub investments, multi-modal incentive programs and fare integration strategies. The program will test the degree to which micromobility can extend the reach of transit, highlighting new ways we can leverage high-frequency transit routes and other existing infrastructure.

It is possible that bikes and scooters will see growth in popularity in response to the COVID pandemic. This pilot can provide an early test to determine if deeper integration of bikes and scooters into our public transit system can attract riders to public transit. Additionally, we believe this effort is key to a multi-pronged approach to manage demand based upon the multi-year closure of the West Seattle Bridge.

Metro shares the vision for a multimodal, integrated mobility network for the region that maximizes access to high quality transit. If this project is selected for funding, King County Metro commits to contributing to implementation planning, program promotion, sharing ridership data for the program's report to the legislature, and providing recommendations and input at the culmination of the program.

Sincerely,

DocuSigned by:
Carol Cooper
E0531085C3A7475...
Carol Cooper
Managing Director, Market Innovation
King County Metro Transit

PierceTransit

May 21, 2020

Secretary Roger Millar
Washington State Department of Transportation
310 Maple Park Ave., SE
Olympia, WA 98504

Dear Secretary Millar:

On behalf of Pierce Transit, I am writing in support of Lime's application for WSDOT's 2020 First Mile/Last Mile Connections Grant. As a project partner, we enthusiastically support this application, which will test various forms of micromobility as a first/last mile connection option to public transit.

The program will test ride responsiveness to favorable pricing, as well as the equitable impacts of such investments. As the first robust test of this concept in the nation, spanning many use cases across the state, the program will inform us about the value of future integrations at our stops and stations which could include micromobility hubs, fare incentives and even fare integration.

Furthermore, this is a test of the degree to which micromobility can extend the reach of transit, highlighting new ways we can leverage high-frequency transit routes and other existing infrastructure. Additionally, in response to COVID-19, it is possible that bikes and scooters will see growth in popularity. This pilot can provide an early test to determine if deeper integration of bikes and scooters into our public transit system can attract riders to public transit.

At Pierce Transit, we share the vision for a multimodal, integrated mobility network for the region that maximizes access to high quality transit. Pierce Transit is excited to partner with Lime to contribute to implementation planning, publicize reduced-cost transit connections, share ridership data for the program's report to the legislature, and provide recommendations and input at the culmination of the program.

Sincerely,

Sue Dreier

Sue Dreier
Chief Executive Officer

C: Barb Hunter, Pierce Transit Grants Administrator

3701 96th St SW Lakewood WA 98499-4431 | 253.581.8000 | PierceTransit.org

May 15, 2020

Secretary Roger Millar
Washington State Department of Transportation
310 Maple Park Ave., SE
Olympia, WA 98504

Dear Secretary Millar:

On behalf of the City of Spokane, I am writing in support of Lime's application for WSDOT's 2020 First Mile/Last Mile Connections Grant. As a project partner, we enthusiastically support this application to test various forms of supporting micromobility as first/last mile connections to public transit.

The program will test ride responsiveness to favorable pricing, as well as the equitable impacts of such investments. As the first robust test of this concept in the nation, spanning many use cases across the state, the program will inform us about the value of future transit integrations with micrombility.

Furthermore, this is a test of the degree to which micromobility can extend the reach of transit, finding new ways to leverage high-frequency transit routes and existing infrastructure to increase ridership and provide a full range of mobility options. Additionally, in response to COVID, the popularity of bikes and scooters continues to grow in Spokane. This pilot will test if deeper integration of bikes and scooters into our public transit system can attract riders to public transit.

At the City of Spokane, we share a vision for a multimodal, integrated mobility network for the region that maximizes access to high quality transit. The City of Spokane is excited to partner with Lime to carry out this program, reduce the costs of transit connections, and provide input at the culmination of the program.

Sincerely,

Colin Quinn-Hurst
Transportation Planner
City of Spokane Department of Planning and Neighborhood Services

EVERETT
WASHINGTON

May 20, 2020

Secretary Roger Millar
Washington State Department of Transportation
310 Maple Park Ave. SE
Olympia, WA 98504

Dear Secretary Millar:

On behalf of Everett Transit, a department of the City of Everett, I am writing in support of Lime's application for WSDOT's 2020 First Mile/Last Mile Connections Grant. As a project partner, we enthusiastically support this application, which will test various forms of micro-mobility as a first/last mile connection option to public transit.

The program will test ride responsiveness to favorable pricing, as well as the equitable impacts of such investments. As the first robust test of this concept in the nation, spanning many use cases across the state, the program will inform us about the value of future integrations at our stops and stations which could include micro-mobility hubs, fare incentives and even fare integration.

Furthermore, this is a test of the degree to which micro-mobility can extend the reach of transit, highlighting new ways we can leverage high-frequency transit routes and other existing infrastructure. Additionally, in response to COVID, it is possible that bikes and scooters see growth in popularity. This pilot can provide an early test to determine if deeper integration of bikes and scooters into our public transit system can attract riders to public transit.

As a department of the City of Everett, Everett Transit shares the vision for a multimodal, integrated mobility network for the region that maximizes access to high quality transit. Everett Transit is excited to partner with Lime to contribute to implementation planning, publicize reduced-cost transit connections, share ridership data for the program's report to the legislature, and provide recommendations and input at the culmination of the program.

Sincerely,

Tom Hingson
Transportation Services Director

CC: Mayor Cassie Franklin
Nick Harper, Deputy Mayor

EVERETT TRANSIT

3201 Smith Ave., Ste. 215
Everett, WA 98201

425.257.8910
425.257.8945 fax

ETmail@everettwa.gov
EverettTransit.org

SOUNDTRANSIT

May 15, 2020

Secretary Roger Millar
Washington State Department of Transportation
310 Maple Park Ave., SE
Olympia, WA 98504

Dear Secretary Millar:

On behalf of Sound Transit, I am writing in support of Lime's application for WSDOT's 2020 First Mile/Last Mile Connections Grant. As a project partner, we enthusiastically support this application, which will test various forms of micromobility as a first/last mile connection option to public transit.

The program will test ride responsiveness to favorable pricing, as well as the equitable impacts of such investments. As the first robust test of this concept in the nation, spanning many use cases across the state, the program will inform us about the value of future integrations at our stops and stations, which could include micromobility hubs, fare incentives and even fare integration.

Furthermore, this is a test of the degree to which micromobility can extend the reach of transit, highlighting new ways we can leverage high-frequency transit routes and other existing infrastructure. Additionally, in response to COVID-19, it is possible that bikes and scooters see growth in popularity. This pilot can provide an early test to determine if deeper integration of bikes and scooters into our public transit system can attract riders to public transit.

At Sound Transit, we share the vision for a multimodal, integrated mobility network for the region that maximizes access to high quality transit. Sound Transit is excited to work with Lime to contribute to implementation planning, publicize reduced-cost transit connections, share ridership data for the program's report to the legislature, and provide recommendations and input at the culmination of the program.

Sincerely,

Tracy Butler
Chief Financial Officer

Puget Sound Regional Council
1011 WESTERN AVENUE, SUITE 500 \\\ SEATTLE, WA 98104·1035 \\\ psrc.org \\\ 206·464·7090

May 15, 2020

Secretary Roger Millar
Washington State Department of Transportation
310 Maple Park Ave., SE
Olympia, WA 98504

Dear Secretary Millar:

On behalf of the Puget Sound Regional Council (PSRC) I am writing in support of Lime's application for WSDOT's 2020 First Mile/Last Mile Connections Grant. We enthusiastically support this application, which will test various forms of micromobility as a first/last mile connection option to public transit.

The program will test ride responsiveness to favorable pricing, as well as the equitable impacts of such investments. As one of the first tests of this concept in the nation, spanning many use cases across the state, the program will inform us about the value of future integrations at transit stops and stations which could include micromobility hubs, fare incentives and even fare integration.

Furthermore, this is a test of the degree to which micromobility can extend the reach of transit, highlighting new ways we can leverage high-frequency transit routes and other existing infrastructure. Additionally, in response to COVID, it is possible that bikes and scooters see growth in popularity. This pilot can provide an early test to determine if deeper integration of bikes and scooters into the public transit system can attract riders to public transit.

This project supports PSRC's transit-focused regional growth strategy and PSRC's regional transit access strategy found in the Regional Transportation Plan. PSRC is excited to partner with Lime to contribute to implementation planning, publicize reduced-cost transit connections, and provide input and share findings at the culmination of the program.

Sincerely,

J. W. Brown

Josh Brown, Executive Director
Puget Sound Regional Council